

Governance

The department operates in an ethical, transparent and accountable manner and supports the Director-General to deliver high-quality, value-for-money outcomes for Queenslanders. Sound governance supports and guides departmental staff in the actions they take and the decisions they make every day to achieve the government's objectives. The department delivers its services by:

- establishing strategy and direction including governance committees
- effective performance management and reporting that supports our strategic direction

- effective compliance and accountability that underpins our services
- developing capable people who deliver services in an ethical and accountable way.

The department's service delivery, decision-making, and organisational management are governed by its commitment to the Queensland public service values.



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



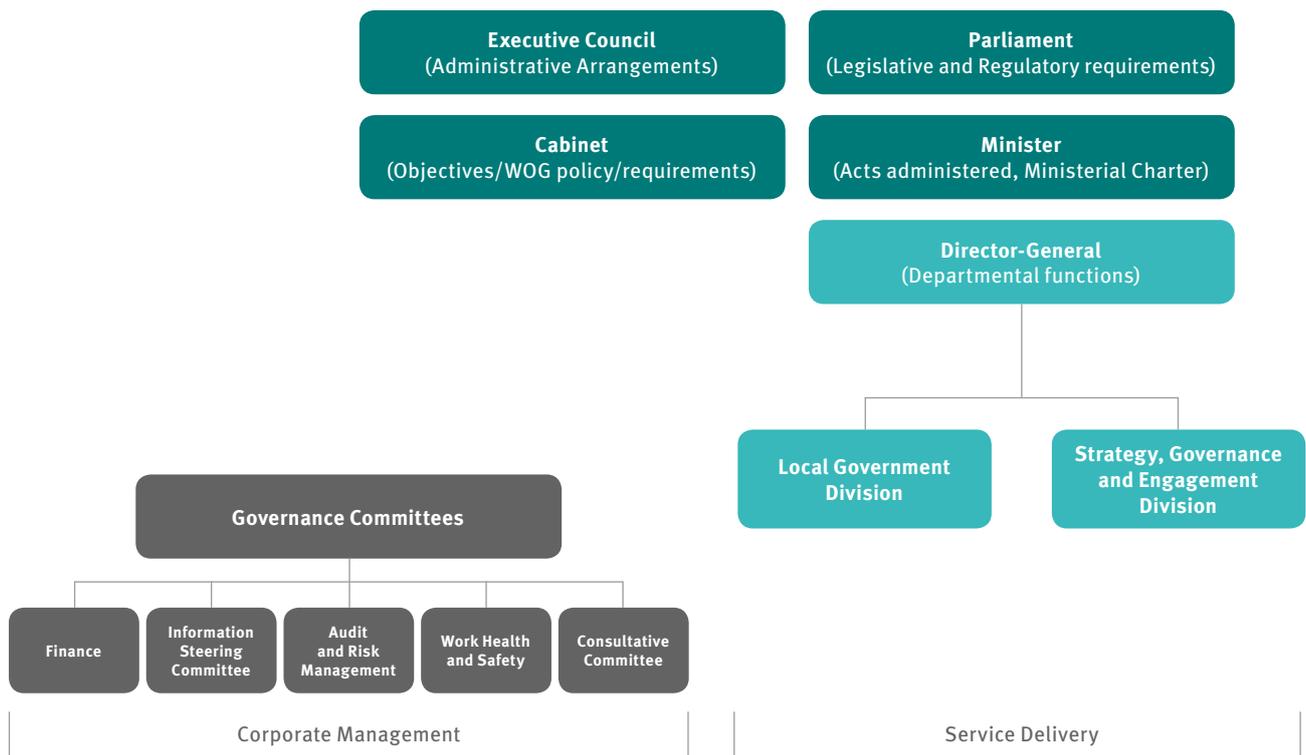
Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you



Governance Framework

Accountability for responsible governance is articulated in the department's governance framework.



Executive Leadership Team

The Executive Leadership Team supports the Director-General in discharging his responsibilities as the department's accountable officer. The Executive Leadership Team provides leadership, direction and guidance to the department and focuses on strategic planning, policy setting, risk and issues management, resource allocation and financial performance management and reporting, ensuring the department is responsive to changing community and business needs and government priorities. The Executive Leadership Team meets fortnightly.



Warwick Agnew
Director-General

Warwick is responsible for providing values-based leadership and management to ensure the department is responsive to community and business needs and government priorities.



Natalie Wilde
Deputy Director-General
Local Government Division

Natalie is responsible for leading the development and implementation of strategies, policies and programs that support a sustainable local government sector.



Kathy Parton
Deputy Director-General,
Strategy, Governance and
Engagement Division

(1 July 2018 to
10 February 2019)



Chantal Llorca,
Acting Deputy Director-
General, Strategy, Governance
and Engagement Division

(25 February 2019 to
30 June 2019)

The position has responsibility for delivering responsive and robust governance and engagement strategies to the department, and oversight of the multicultural affairs and racing policy functions.



Wayne Briscoe
Executive Director, Multicultural Affairs and Engagement, Strategy, Governance and Engagement Division

Wayne is responsible for promoting Queensland as a united, harmonious and inclusive community and for managing the communication, engagement and media functions of the department.



Paul Carlson
Executive Director, Corporate, Strategy, Governance and Engagement Division

Paul is responsible for providing strategic advice, legal services, human resources, service delivery and contract management of people, procedures, corporate reporting and planning, service level agreements and change.



John Clifton
Chief Finance Officer, Strategy, Governance and Engagement Division

John is responsible for providing strategic leadership and direction for the efficient, effective and economic financial administration of the department.



Kim Mahoney
Executive Director, Grants Review, Local Government Division

Kim is responsible for leading the implementation planning phase of the review of state government grants provided to local governments and for delivering the new *Grants to Local Government Model*.



Bronwyn Blagoev
Executive Director, Strategy and Service Delivery, Local Government Division

Bronwyn is responsible for maintaining appropriate statutory and policy frameworks, developing local government strategy and policy and for promoting the sustainability, integrity, capacity and performance of local government through a network of regional advisors.



Sarah Charlwood
Acting Executive Director, Racing Policy, Strategy, Governance and Engagement Division

Sarah has responsibility for the administration of the *Racing Act 2002* and the provision of policy advice to the government relating to the long-term sustainability of the racing industry in Queensland.



Stephen Robbins
Executive Director, Finance, Performance and Programs, Local Government Division

Stephen is responsible for leading the development and administration of local government grants programs, including the monitoring of council financial performance and the development and delivery of governance and capability programs.

Governance committees

Committee	Membership	Role
Information Steering Committee	<ul style="list-style-type: none"> Deputy Director-General, Strategy, Governance and Engagement Division (Chair) Deputy Director-General, Local Government Division Executive Director, Multicultural Affairs and Engagement Executive Director, Corporate Chief Finance Officer Chief Information Officer, Department of State Development, Manufacturing, Infrastructure and Planning Director, Media and Communication Services 	The Information Steering Committee provides strategic management of information and technology resources to ensure that new investments support the department's strategic plan, and security oversight.
Finance Committee	<ul style="list-style-type: none"> Director-General (Chair) Deputy Director-General, Strategy, Governance and Engagement Division Deputy Director-General, Local Government Division Chief Finance Officer Executive Director, Multicultural Affairs and Engagement 	The Finance Committee is established pursuant to the requirements of the <i>Financial Accountability Act 2009</i> and the Financial and Performance Management Standard 2019 to assist the Director-General in the management of the department's finances. It provides ongoing assurance in the areas of financial administration and reporting, legislative compliance and internal controls.
Audit and Risk Management Committee	<ul style="list-style-type: none"> Deputy Director-General, Strategy, Governance and Engagement Division Deputy Director-General, Local Government Division 2 external members (including the Committee Chair) 	The Audit and Risk Management Committee consists of a minimum of three and a maximum of six people appointed by the Director-General. The committee provides independent assurance and advice to the Director-General on the risks, control and compliance frameworks of the department and external accountability responsibilities as prescribed in legislation and standards.
Work Health and Safety Committee	The Work Health and Safety Committee is established in accordance with the <i>Work Health and Safety Act 2011</i> .	<p>The Work Health and Safety Committee is established to:</p> <ul style="list-style-type: none"> identify risks and solutions and make recommendations on work health and safety assist in developing standards, policies, procedures and training programs promote best practice and continuous improvement approaches facilitate cooperation between the Director-General and employees regarding health and safety issues through an agreed action plan.



Committee	Membership	Role
Consultative Committee	The parties to the Consultative Committee are the Department of Local Government, Racing and Multicultural Affairs and the Together Queensland Industrial Union of Employees.	<p>The committee is the consultative body for the union and management created pursuant to Part 9 of the State Government Entities Certified Agreement 2015 and provides a forum for a collaborative approach to employee relations in the department. The committee meets on a quarterly basis and considers:</p> <ul style="list-style-type: none"> • workload management • organisational change and restructuring • training • union encouragement • work-life blend • organisational matters including workforce management policies.

Boards and committees

Local Government Grants Commission

Title	Description
Act or instrument	Sections 228–233 of the <i>Local Government Act 2009</i> ; Sections 308–311 Local Government Regulation 2012
Functions	The Local Government Grants Commission provides recommendations to the Minister responsible for local government in Queensland on the distribution of the Commonwealth Government's Financial Assistance Grant to all local governing bodies within the state. This must be done in accordance with the requirements of the Commonwealth <i>Local Government (Financial Assistance) Act 1995</i> and the National Principles prescribed under the Act.
Achievements	<p>During 2018–19, the Local Government Grants Commission:</p> <ul style="list-style-type: none"> • paid the allocation of the 2018–19 Financial Assistance Grant and agreed on the estimated 2019–20 Financial Assistance Grant • held six ordinary meetings of the Commission and one induction for the new Commission • undertook 13 visits to councils to explain how the Financial Assistance Grant is allocated and to allow councils to discuss any unique circumstances • attended the Local Government Association of Queensland Annual Conference, during which 12 deputations were held with councils to discuss their individual circumstances and issues.
Financial reporting	Under the <i>Commonwealth Local Government (Financial Assistance) Act 1995</i> section 15(b), the State Treasurer must provide the Commonwealth Minister with a schedule of Financial Assistance Grant payments (amounts and dates) that has been certified by the State Auditor-General. This is to be provided as soon as practicable after 30 June each year. Funding for the operations of the Commission, including secretariat staff, is provided by the department.

Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Cr Paul Bell AM ¹	2 (2 meetings, 0 council visits)	\$10,000 pa	N/A	\$0
Deputy Chair	Natalie Wilde ²	2 (2 meetings, 0 council visits)	No remuneration	N/A	\$0
Member	Janelle Menzies ³	9 (7 meetings, 1 council visit 1 Local Government Association of Queensland conference)	No remuneration	N/A	\$0
Member	Deirdre Comerford ⁴	2 (2 meetings, 0 council visits)	\$6,000 pa	N/A	\$0
Member	Cr Leslie Walker ⁴	1 (1 meeting, 0 council visits)	\$6,000 pa	N/A	\$0
Member	Jo Sheppard ⁴	2 (2 meetings, 0 council visits)	\$6,000 pa	N/A	\$0
Previous Member	Brendan McNamara ⁵	19 (5 meetings, 13 council visits, 1 Local Government Association of Queensland conference)	\$6,000 pa	N/A	\$6,000
Previous Member	Donna Stewart ⁵	18 (5 meetings, 12 council visits, 1 Local Government Association of Queensland conference)	\$6,000 pa	N/A	\$6,000
Previous Member	Ann Bunnell ⁵	18 (5 meetings, 12 council visits, 1 Local Government Association of Queensland conference)	\$6,000 pa	N/A	\$6,000
No. scheduled meetings/sessions		21			
Total out of pocket expenses		\$11,960			
Notes:					
1. Cr Paul Bell AM commenced as Chair on 24 March 2019.					
2. Natalie Wilde commenced as Deputy Chair on 24 March 2019. Natalie did not receive remuneration as she was a public sector employee.					
3. Janelle Menzies was reappointed as a member on 24 March 2019. Janelle did not receive remuneration as she was a public sector employee.					
4. Deirdre Comerford, Cr Leslie Walker and Jo Sheppard commenced as new members on 24 March 2019.					
5. Brendan McNamara, Donna Stewart and Ann Bunnell memberships ceased on 23 March 2019.					



Local Government Remuneration and Discipline Tribunal¹

Title	Description
Act or instrument	<i>Local Government Act 2009</i>
Functions	The Local Government Remuneration and Discipline Tribunal is responsible for: <ul style="list-style-type: none"> hearing and deciding the most serious complaints of misconduct by a councillor establishing the categories of local governments deciding which category each local government belongs to deciding the remuneration that is payable to councillors in each of the categories any other functions that the Minister directs the tribunal to perform.
Achievements	The Local Government Remuneration and Discipline Tribunal: <ul style="list-style-type: none"> was referred 20 complaints of misconduct (during the period 1 July 2018 and 30 November 2018) had two matters not finalised as at 3 December 2018 which returned to the department considered three requests for exceptional circumstance submissions – Hope Vale Aboriginal Shire Council, Ipswich City Council and Doomadgee Aboriginal Shire Council attended the Local Government Association of Queensland Annual Conference in October 2018 and received one delegation and one submission to inform the 2018 remuneration review program had its 2018 remuneration determination gazetted in December 2018 ceased operating on 3 December 2018.
Financial reporting	Transactions of the Tribunal are accounted for in the financial statements of the department.

Remuneration					
Position	Name	Meetings/sessions attendance	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Susan Johnson	28 ²	\$520 daily fee	N/A	\$30,835
Member	John Boyd	28 ²	\$400 daily fee	N/A	\$25,700
Member	Rodney Metcalfe	28 ²	\$400 daily fee	N/A	\$27,700
No. scheduled meetings/sessions		28²			
Total out of pocket expenses		\$77			
Notes:					
1. The Local Government Remuneration and Discipline Tribunal ceased operations on 3 December 2018 and was replaced by two bodies - the Councillor Conduct Tribunal and the Local Government Remuneration Commission. Details of functions, achievements, membership and remuneration of the Councillor Conduct Tribunal is reported below. As at 30 June 2019 no casual commissioners had been appointed to the new remuneration commission.					
2. Number of meetings or sessions scheduled or attended include adhoc teleconferences and face to face meetings and hearings between the Chair and members.					

Councillor Conduct Tribunal¹

Title	Description
Act or instrument	<i>Local Government Act 2009</i>
Functions	The functions of the Tribunal are to: <ul style="list-style-type: none"> hear and decide complaints of misconduct by councillors as referred by the Office of the Independent Assessor investigate the suspected inappropriate conduct of a councillor referred to the local government, by the assessor and to be dealt with by the local government make recommendations to the local government about dealing with the conduct.
Achievements	<ul style="list-style-type: none"> The Tribunal established its operating procedures including the development of eight internal operating guidelines, two practice directions and associated documents and materials. In the period 1 January 2019 to 30 June 2019, 16 misconduct matters were referred to the Councillor Conduct Tribunal, eight of which were finalised. Eight inappropriate conduct matters were referred to the Tribunal with four of those matters finalised by 30 June 2019.
Financial reporting	Transactions of the Tribunal are accounted for in the financial statements of the department.

Remuneration					
Position	Name	Meetings/sessions attendance ²	Approved annual, sessional or daily fee	Approved sub-committee fees if applicable	Actual fees received
President	John Boyd	13	\$325 daily fee	N/A	\$41,975 ⁵
Member	June Anstee	10	\$250 daily fee	N/A	\$8,250 ⁵
Member	Susan Johnson	8	\$250 daily fee	N/A	\$9,220 ⁵
Member	Rodney Metcalfe	10	\$250 daily fee	N/A	\$7,600 ⁵
Member	Tamara O'Shea ³	2	\$250 daily fee	N/A	\$500
Member	Gail Hartridge	11	\$250 daily fee	N/A	\$9,800 ⁵
Member	Christina Turner ⁴	3	\$250 daily fee	N/A	\$750
No. scheduled meetings/sessions		13			
Total out of pocket expenses		\$65			
Notes:					
1. The Councillor Conduct Tribunal commenced operation on the 3 December 2018. The President and members were appointed from 1 November 2018.					
2. Number of meetings or sessions scheduled or attended includes meetings to establish operating procedures and guidelines, attendance at induction sessions and adhoc meetings between the President and members.					
3. Tamara O'Shea resigned on 7 May 2019 to take up the position of Interim Administrator of Logan City Council.					
4. Christina Turner resigned on 18 March 2019 to take up the role of Head of Human Resources at the Sunshine Coast University.					
5. Costs directly associated with misconduct matters are recovered from the relevant local government. Actual fees paid to the President and members excludes any costs recovered.					



Multicultural Queensland Advisory Council

Title	Description
Act or instrument	<i>Multicultural Recognition Act 2016</i>
Functions	The Multicultural Queensland Advisory Council advises the Minister for Multicultural Affairs on opportunities and barriers facing people from culturally and linguistically diverse backgrounds and how to promote the Multicultural Queensland Charter to support a unified, harmonious and inclusive community.
Achievements	<p>During 2018-19 the Multicultural Queensland Advisory Council:</p> <ul style="list-style-type: none"> • met with senior executives from the Department of Local Government, Racing and Multicultural Affairs, Department of Child Safety, Youth and Women, Department of Housing and Public Works and the Department of Employment, Small Business and Training to discuss those departments' progress on actions in the Queensland Multicultural Action Plan • met with various arts bodies to discuss representation of Queenslanders from culturally diverse backgrounds in the arts, as audiences and workforce • met with Chairs and secretariats of Parliamentary Committees on how to engage with people from culturally and linguistically diverse backgrounds, which has led to more engagement with the department • provided feedback for inclusion in the first Parliamentary Report on the progress of outcomes in the Queensland Multicultural Policy and advice regarding the development of a new Queensland Multicultural Action Plan 2019-22 • discussed opportunities for the 2019 multicultural month including changing the name to the Multicultural Queensland Month to better reflect that Queensland is a multicultural society.
Financial reporting	Transactions of the council are accounted for in the financial statements of the department.

Remuneration					
Position	Name	Meetings/ sessions attendance	Approved annual, sessional or daily fee	Approved sub- committee fees if applicable	Actual fees received
Chair	The Honourable Stirling Hinchliffe MP ¹	6	N/A	N/A	N/A
Member	Nora Amath	6	\$300 daily	N/A	\$1,200
Member	Kerrin Benson ²	4	N/A	N/A	N/A
Member	Elijah Buol	5	\$300 daily	N/A	\$1,200
Member	Gitie House	6	\$300 daily	N/A	\$1,200
Member	Ali Kadri	3	\$300 daily	N/A	\$750
Member	Joon-Yee Kwok	3	\$300 daily	N/A	\$750
Member	Ataus Samad ³	1	\$300 daily	N/A	\$150
Member	Jason Steinberg	5	\$300 daily	N/A	\$900
Member	Serge Voloschenko	6	\$300 daily	N/A	\$1,200
Member	Tracy Watson	5	\$300 daily	N/A	\$1,050
Member	Chammie Kamara ⁴	2	\$300 daily	N/A	\$300
No. scheduled meetings/sessions		5 scheduled meetings⁵			
Total out of pocket expenses		\$5,193.55			
Notes:					
1. The Honourable Stirling Hinchliffe MP did not receive remuneration as he was a Minister of the State.					
2. Kerrin Benson requested remuneration associated with membership of the Multicultural Queensland Advisory Council be waived.					
3. Ataus Samad resigned from his position as a member of the Council on 9 August 2018.					
4. Chammie Kamara was appointed to the position of member of the Council on 1 August 2018.					
5. There were five scheduled Council meetings during 2018-19. On the direction of the Minister, some members also met with Chairs and secretariats of Parliamentary Committees in March 2019. These meetings are included in the meeting attendance column and members were remunerated for attending these meetings.					



Local Government Change Commission

Title	Description
Act or instrument	<i>Local Government Act 2009</i>
Annual report arrangements	Details of the Local Government Change Commission are reported in the Electoral Commission of Queensland's Annual Report.

Racing Queensland Board

Title	Description
Act or instrument	<i>Racing Queensland Act 2002</i>
Annual report arrangements	Details of the Racing Queensland Board are reported in Racing Queensland Board's Annual Report.

Independent Assessor

Title	Description
Act or instrument	<i>Local Government Act 2009</i>
Annual report arrangements	Details of the Independent Assessor are reported in the Office of the Independent Assessor's Annual Report.

Risk management

During 2018-19 the Department of Local Government, Racing and Multicultural Affairs continued to develop the maturity of its enterprise risk management framework, processes and systems. Risk management is integrated into strategic and operational planning and is incorporated into project and program management.

The department continues to focus on improving its risk management practices and delivered a comprehensive risk training and education program for upper and middle management in October and November 2018. The program cemented the importance of an integrated approach and shared understanding of the risk management framework and of departmental priorities, risks and opportunities.

Audit and Risk Management Committee

The Audit and Risk Management Committee was established pursuant to the Financial and Performance Management Standard 2019.

The objective of the committee is to provide independent assurance and advice to the Director-General on the department's:

- risk management, control and compliance frameworks
- external accountability responsibilities as prescribed in legislation and standards.

The Audit and Risk Management Committee Charter establishes the authority and responsibilities of the committee and was prepared with reference to:

- relevant provisions of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019
- Queensland Treasury Audit Committee Guidelines—Improving Accountability and Performance
- contemporary leading practice.

The Audit and Risk Management Committee met on four occasions during 2018–19.

Membership of the Audit and Risk Management Committee and remuneration (where applicable) in 2018–19 included:

Current Members:

- Karen Smith-Pomeroy – Chair and external member (appointed Chair 8 October 2018, previously external member). Remuneration: \$5,884 (GST exclusive)
- Ian Rodin – external member (appointed 8 October 2018). Remuneration: \$6,875 (GST exclusive)
- Chantal Llorca, Acting Deputy Director-General, Strategy, Governance and Engagement (appointed 11 March 2019)
- Natalie Wilde, Deputy Director-General, Local Government Division (appointed 8 October 2018).

Past Members:

- Eric Muir—Chair and external member. Remuneration: \$1,870 (GST exclusive) (completion of tenure 12 September 2018)
- Kathy Parton, Deputy Director-General, Strategy, Governance and Engagement (resigned effective 10 February 2019)
- Paul Carlson, Executive Director, Corporate (effective 28 September 2018).

Key achievements for the Audit and Risk Management Committee during 2018–19 included:

- reviewing and endorsing the department’s annual report for the year ending 30 June 2019
- reviewing and endorsing the department’s financial statements for the year ending 30 June 2019
- reviewing and endorsing the department’s Internal Audit Strategic Plan 2019–22 and Annual Audit Plan 2019–20
- endorsing the Audit and Risk Management Committee Charter and the Internal Audit Charter for 2019–20
- receiving regular reports on Internal Audit activities, including audits and reviews completed as part of the Internal Audit Annual Audit Plan 2018–19
- reviewing and considering the Queensland Audit Office Strategic Audit Plan and the Client Strategy for the department
- considering the scheduling, status, findings and audit recommendations of Queensland Audit Office financial and performance audits

- receiving regular reports on the implementation status of internal and external audit recommendations
- receiving regular reports on the department’s risk status
- enhancing management’s oversight of risk management.

The Audit and Risk Management Committee considers that it has observed the terms of its Charter and has had due regard to Queensland Treasury Audit Committee Guidelines: Improving Accountability and Performance.

Internal Audit

Pursuant to section 29 of the Financial and Performance Management Standard 2019, the department has established an independent Internal Audit function.

Through its assurance activities, Internal Audit aids the accountable officer in the discharge of that officer’s functions and duties under the relevant provisions of the *Financial Accountability Act 2009* and Financial and Performance Management Standard 2019.

Internal Audit provides an independent, objective, assurance and consulting activity designed to add value and improve the department’s operations. The unit assists the department in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal Audit operates under an approved charter that sets the purpose, authority and responsibilities of the department’s internal audit function. It has been prepared with reference to:

- the relevant provisions of the Act and the Standard
- the Institute of Internal Auditors International Professional Practice Framework
- the Queensland Treasury Audit Committee Guidelines: Improving Accountability and Performance
- better practice guidance issued by the Australian National Audit Office.

The scope of Internal Audit coverage for 2018–19 was set out in the approved Internal Audit Strategic Plan 2018–21 and Annual Audit Plan 2018–19. This plan followed a risk-based methodology, balancing emerging issues against reviews of core business and transactional processes. Auditable areas were identified based on consultation and assurance mapping.

The Head of Internal Audit is Jo Buckley, CA, B.Com.



Achievements of Internal Audit during 2018–19 include:

- developing and delivering a risk-based strategic and annual plan of audits covering assurance about, and improving effectiveness of, governance, financial controls, systems, project management, operations, compliance and risk management
- providing advisory services to the department in order to improve risk management, control and governance, and business operations
- completing audits and reviews as detailed in the annual audit plan and as directed by the Director-General resulting in recommendations for improving governance processes and business operations
- assessing the effectiveness and efficiency of key departmental financial and operating systems, reporting processes and activities
- proactively following-up with management regarding their timely implementation of internal and external audit recommendations
- managing a co-sourced service delivery model for the provision of an effective internal audit function.

External scrutiny

In addition to an annual audit of the department's financial statements, the Auditor-General conducted performance audits and whole-of-government audits, in accordance with the Queensland Audit Office Strategic Audit Plan.

Queensland Audit Office audit reports tabled in the Legislative Assembly in 2018-19 directly applicable to the department included:

- *Auditor-General's Report 1: 2018–19, Monitoring and managing ICT projects*—tabled in Parliament 10 July 2018
- *Auditor-General's Report 3: 2018–19, Delivering shared corporate services in Queensland*—tabled in Parliament 27 September 2018
- *Auditor-General's Report 14: 2018–19, Queensland state government: 2017–18 results of financial audits*—tabled in Parliament 28 February 2019
- *Auditor-General's Report 17: 2018–19, Managing consumer food safety in Queensland*—tabled in Parliament 14 May 2019
- *Auditor-General's Report 18: 2018–19, Local government entities: 2017–18 results of financial audits*—tabled in Parliament 15 May 2019.

Recommendations addressed to the department were accepted and management plans are in place to implement those recommendations. Progress in implementing all recommendations is monitored and followed-up by Internal Audit and reported to the Audit and Risk Management Committee for review and noting.

Ethics

Under the *Public Sector Ethics Act 1994*, the department's Ethics and Integrity Framework ensures systems, policies, procedures and resources are in place to provide assurance that departmental activities are conducted in an ethical, accountable and transparent manner.

This framework is supported by a range of services provided by the department and the Department of State Development, Manufacturing, Infrastructure and Planning. The departments' work in partnership with senior leaders across the department to support an ethical culture and right-sized governance.

Ethics provides a range of specialist services aimed at ensuring that the department's ethics and governance requirements and standards remain central to the department's operations. Advice and services are provided in relation to:

- complaints management
- registering declarations of interests and managing conflicts of interest
- gifts and benefits
- contacts with lobbyists
- preventing fraud and corruption
- training and development related to ethics and integrity
- liaising with the Crime and Corruption Commission, Queensland Police Service and the Queensland Ombudsman's Office
- management of public interest disclosures and complaints related to corrupt conduct
- corporate policy coordination and review in relation to ethics and governance.

Departmental employees uphold the Code of Conduct for the Queensland Public Service and receive regular training on the code. Ethics forms a key part of induction sessions and training opportunities are also available online via the department's intranet.

Ethics has also provided tailored advice and information sessions to staff across the department on request. Much of the advice and training has been focused on ensuring staff have an improved understanding and appreciation of conflicts of interest, as well as fraud and corruption prevention.

Fraud and corruption risk assessment has been incorporated into the department's risk management processes. A new Fraud and Corruption Prevention Plan for 2018–20 was prepared in consultation with business areas and approved by the Director-General in September 2018.

The updated policies and complementary procedure documents ensure that corporate policies support requirements outlined in relevant legislation, as well as the ethical principles in the *Public Sector Ethics Act 1994*.

Complaints Management

In 2018–19, two complaints were lodged against the department, both of which were resolved within set timeframes. Customer complaints received, resolved and under management are reported for the financial year on the department's website www.dlgrma.qld.gov.au.

Information systems and recordkeeping

The department is committed to information management and recordkeeping practices that are open, accountable, and transparent and contribute to sound business decision making and good processes. We strive towards best practice and continual improvement by supporting compliance with the *Public Records Act 2002*, *Public Service Act 2008* and the whole-of-government records governance policy.

Our information management practices support the department's goals for accountable, well managed community-focused local governments, engaged, cohesive and culturally diverse communities and a sustainable, vibrant racing industry.

Departmental staff use an electronic document and records management system which is underpinned by relevant policies, procedures and awareness training modules. The effective use of the department's electronic document and records management system enables the consistent capture, use and management of departmental information and records.

The department continues to manage records digitally where practicable. This is supported by electronic business and records management and storage resulting in a reduction of physical records and improved efficiency and productivity.

The department also uses whole-of-government systems for finance and human resource management respectively.

Continual improvements to information security and associated security protocols have been a priority during 2018–19 and key initiatives included:

- implementation of stage one of an information security management system compliant with ISO27001:2013 as a governance framework for assessing information security and business systems risk
- incorporation of the information security management system risk framework as part of the departmental governance and risk frameworks
- improved methodologies for assessing business information risk.