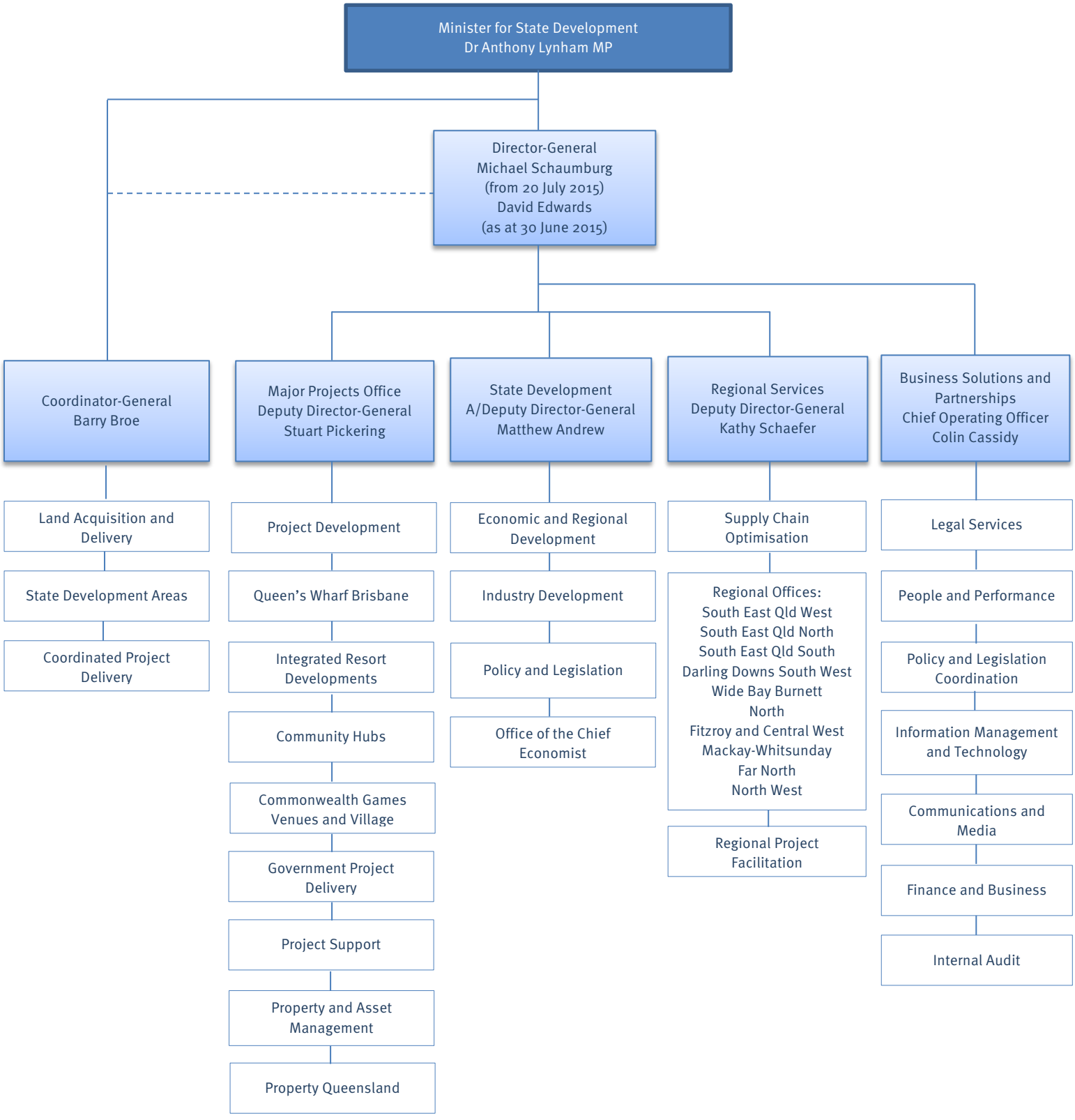
Structure

Figure 3 Departmental structure as at 30 June 2015



Governance

Office of the Coordinator-General

The Coordinator-General administers the SDPWO Act and has wide ranging powers to plan, deliver and coordinate large-scale infrastructure projects, while ensuring environmental impacts are properly managed. These projects, in turn, promote economic and social development in Queensland.

Major Projects Office

The Major Projects Office provides a one-stop-shop for delivery and facilitation of significant and complex projects providing expert infrastructure project delivery and project evaluation advice to support government.

State Development

State Development is tasked with championing the interests of industry in Queensland and removing regulatory bottlenecks and impediments to growth and investment. It has a further role in economic analysis and industry and economic development through the development of economic policy and strategies and industry policies and programs.

Regional Services

Regional Services facilitates economic growth and creates jobs across regional Queensland by supporting the growth of key industry sectors and supply chains. The network of Regional Offices provides services and programs on behalf of a number of government agencies and plays an integral role in supporting business, industry and local governments.

Business Solutions and Partnerships

Business Solutions and Partnerships provides business and corporate support and services to the department and to other agencies including DILGP.

Our Executive Leadership Team

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic objectives. The ELT is chaired by the Director-General and meets fortnightly.

Members:

- Deputy Directors-General
- Coordinator-General
- Chief Operating Officer.

Michael Schaumburg, Director-General

Bachelor of Engineering (Civil) (Hons), Associate Diploma in Civil Engineering, Graduate Diploma Business Administration

Appointed July 2015

Under the *Financial Accountability Act 2009* (FA Act) the Director-General is accountable to the Minister for State Development and the Premier of Queensland for the efficient, effective and financially responsible performance of the Department of State Development.

Michael leads the department with an operating budget of $348 million, capital budget of $9 million and managed assets valued in excess of $422 million.

Former positions:

- Project Director, Abbot Point Growth Gateway Project
- Deputy Coordinator-General, Department of State Development
- Engineering Manager, Ports Corporation Queensland.

Michael is a graduate of the Australian Institute of Company Directors, a Registered

Professional Engineer of Queensland and a Chartered Professional Engineer, Institute of Engineers Australia.

David Edwards held the role of Director-General for the 2014–15 financial year, a position he held since 2012.

Barry Broe, Coordinator-General

Bachelor of Civil Engineering, Master of Engineering and Technology Management

Appointed April 2012

Under the SDPWO Act the Coordinator-General is responsible for facilitation of large scale public and private projects that enhance the economic development of Queensland, while ensuring environmental and social impacts are properly managed.

Former positions:

- Divisional Manager, Brisbane Infrastructure, Brisbane City Council
- Director, Transport Planning and Policy, London
- Director, Transport Planning (SEQ), Queensland Transport.

Barry's professional background is in infrastructure, major projects and transport across all aspects of planning, design, funding, procurement, construction, operations and maintenance. With 30 years of diverse public sector experience, he has successfully planned, coordinated and delivered infrastructure and major projects in Queensland and overseas.

Colin Cassidy, Chief Operating Officer Business Solutions and Partnerships

Master of Urban and Regional Planning, Master of Science (Environmental Studies), Bachelor of Science

Appointed August 2013

Colin joined the state government in 1991 after 10 years in local government. He has over 20 years' experience in a range of senior professional, policy and corporate leadership roles within the state public sector.

Colin has led a number of major structural and cultural reforms, legislation and policy programs and business improvement initiatives.

Stuart Pickering, Deputy Director-General Major Projects Office

Bachelor of Architecture, Diploma of Management, Certificate of Technology

Appointed February 2013

Stuart has over 30 years' experience in capital development, strategic asset management and facilities operational management across state based and national organisations. He has managed recurrent capital programs to the value of $1.3 billion per annum.

In addition to asset and capital development projects, Stuart has extensive business management experience at executive/ director level for both private and government organisations. He has also led some of Australia's most significant heritage building restorations.

Kathy Schaefer, Deputy Director-General Regional Services

Master of Business Administration, Bachelor of Education, Graduate Diploma English as a Second Language Teaching, Diploma Teaching

Appointed July 2008

Kathy has a broad and diverse senior executive leadership experience base, having worked in three states in two tiers of government across local, regional and state settings.

Kathy's experience, leadership and passion for developing and mentoring others has strengthened the department's network of regionally-based offices responsible for

delivering regional economic development, business and supply chain development, project facilitation, regional intelligence and stakeholder engagement.

Consistent with the department's vision for driving economic development in Queensland, her focus is in seeing thriving regional economies and communities supported by services and opportunities to make them even better areas to live, work and invest.

Matthew Andrew, Acting Deputy Director-General State Development

Bachelor of Arts, Masters in Business Administration, Graduate Certificate in Strategic Foresight

Appointed March 2015

Matthew is responsible for a range of key policy and program areas including:

- industry (including resource industry) policy and programs
- regional economic development and the Building our Regions fund
- defence industry development, case management of significant projects, economic and commercial analysis
- the Office of the Chief Economist.

Former positions:

- Executive Regional Director, Department of State Development, North Queensland

Since 1998, Matthew has held a range of management roles both in policy and service delivery, with a focus on economic and industry development. Matthew is a member of the Australian Institute of Management and graduate of the Australian Institute of Company Directors.

Accountability

The department adheres to the *Public Sector Ethics Act 1994* (PSE Act) and the *Financial and Performance Management Standard 2009* (FPM Standard), which provide the basis for our corporate governance principles. These principles guide our everyday business practices.

At the highest level, the ELT and governance committees oversee organisational performance and risk, and ensure we operate efficiently, effectively and transparently.

Governance committees

Our governance committees—outlined at Figure 2—operate under formal charters that detail their functions and responsibilities.

Figure 4 **Departmental governance committees**

Finance and Asset Management Committee

The Finance and Asset Management Committee (FAMC) provides analysis and advice on departmental budget priorities, financial and asset management and reporting.

The role of the FAMC is to provide ongoing assurance in areas of:

- financial administration and reporting
- legislative compliance
- internal controls.

The FAMC is considered by the department to be a key element of its corporate governance program and demonstrates the ELT's commitment to best practice corporate governance.

Membership of the FAMC in 2014–15:

- Colin Cassidy, Chief Operating Officer (Chair)
- Barry Broe, Coordinator-General
- Matthew Andrew, Acting Deputy Director-General State Development
- Stuart Pickering, Deputy Director-General Major Projects Office
- Kathy Schaefer, Deputy Director-General Regional Services
- Elizabeth Dickens, Director Office of the Director-General.

Information Steering Committee

The Information Steering Committee (ISC) provides advice to the Directors-General of the Department of State Development and the Department of Infrastructure, Local Government and Planning, on the strategic application of information management and technology (IMT), related personnel resources and funding to ensure that new IMT investments support the goals and needs of the departments.

The ISC aims to obtain the greatest value and return for its use within well-controlled risk containment and benefits management frameworks.

Part of the responsibilities of the ISC are to:

- ensure that IMT strategic planning is part of the departmental strategic planning process
- endorse IMT investment proposals, business cases, project tolerances, significant project scope changes and the extension or termination of high risk and high profile programs and projects and IMT initiatives over $250,000 as well as whole-of-government initiatives based on their strategic alignment, achievability and availability of resources.

Membership of the ISC in 2014–15:

- Kathy Schaefer, Deputy Director-General Regional Services
- Michele Bauer, Executive Director Land Acquisition and Delivery
- Matthew Andrew, Acting Deputy Director-General State Development
- Colin Cassidy, Chief Operating Officer
- Stuart Pickering, Deputy Director-General Major Projects Office
- Bill Gilmore, Acting Deputy Director-General Local Government and Regional Services (DILGP)
- Amanda Pafumi, Chief Operating Officer (DILGP)
- Greg Chemello, Acting General Manager Economic Development Queensland as well as Deputy Director-General Planning (DILGP).

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) was established pursuant to the FPM Standard.

The ARMC provides independent assurance and assistance to the Director-General on the department's:

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

The ARMC Charter establishes the committee's authority and responsibilities and was prepared with reference to:

- relevant provisions of the FA Act and the FPM Standard
- Queensland Treasury Audit Committee Guidelines—*Improving Accountability and Performance*
- better practice guidance issued by the Australian National Audit Office
- legislative, regulatory and other requirements—promoting a culture of lawful and ethical behaviour.

The ARMC met on five occasions during 2014–15.

Membership of the ARMC and remuneration (if applicable) in 2014–15:

- Eric Muir—Chair and external member. Remuneration: $6655
- Colin Cassidy, Chief Operating Officer
- Joshua Chalmers, PricewaterhouseCoopers—external member. Remuneration: $2640
- Steve Conner, Executive Director, Development Assessment, Planning and Property (ceased 1 March 2015 due to machinery-of-government changes)
- Jason Camden, Executive Director, Project Support, Major Projects Office (ceased 1 March 2015 due to machinery-of-government changes)
- Kerry Petersen, Executive Director Delivery, Major Projects Office (commenced 20 April 2015)
- Matthew Andrew, Acting Deputy Director-General, State Development (commenced 20 April 2015).

Key achievements for the ARMC during 2014–15 included:

- reviewed and endorsed the department's financial statements for the year ended 30 June 2014
- reviewed and endorsed the department's Internal Audit Strategic Plan 2015–2018/ Annual Audit Plan 2015–16
- endorsed the ARMC Charter and the Internal Audit Charter for 2015–16
- received regular reports on internal audit activities including audits and reviews completed as part of the Internal Audit Annual Audit Plan 2014–15
- reviewed and considered the QAO Strategic Audit Plan and the Client Strategy for the department
- considered the scheduling, status, findings and audit recommendations of QAO financial and performance audits
- oversaw the implementation status of internal and external audit recommendations
- endorsed the department's Risk Management Framework and received regular reports on the department's risk status.

The ARMC considers that it has observed the terms of its charter and has had due regard to Queensland Treasury Audit Committee Guidelines.

Government bodies

The department administers grant funding of $2.5 million on behalf of the state for the GasFields Commission Queensland.

Operating under the *Gasfields Commission Act 2013*, the commission's role is to manage and improve sustainable coexistence among rural landholders, regional communities and the onshore gas industry in Queensland.

Further information about the operations, priorities and achievements of the commission are provided in the *GasFields Commission Annual Report 2014–15*.

Risk management

The department implements a risk management framework to identify, assess and manage risks that may impact its business operations and the delivery of its programs and projects. The framework is aligned to the international risk management standard, AS/NZ ISO 31000:2009 and was revised in December 2014.

The ELT is responsible for reviewing and approving the department's risk management framework and overall risk management strategy.

The ARMC monitors the effectiveness of the framework in the management of the department's strategic, business and operational risks, including in relation to financial, health and safety, environmental, legal, reputational and delivery consequences.

Risk management is integrated into departmental activity through incorporation in operational planning, ensuring risks and opportunities are identified and subsequent actions appropriately aligned with departmental objectives.

In 2014–15, the department focused on addressing recommendations of the 2014 QAO area of emphasis audit of risk management practices.

In particular, we:

- maintained a focus on environmental scanning, which is conducted through the operational planning process
- ensured business level financial risks were appropriately reported to the Chief Finance Officer
- promoted due regard and consideration of external changes and events by the ELT
- recalibrated our definitions of risk consequence and likelihood, and reviewed our departmental risk appetite
- provided tailored risk management advice and training to departmental staff.

Internal audit

Internal audit is a key component of our corporate governance.

Pursuant to section 29 of the FPM Standard the department has an established independent Internal Audit function and operates under an approved Internal Audit Charter.

Internal Audit provides independent and objective advice to the Director-General and aids him in the discharge of his statutory functions and duties as the accountable officer.

The scope of Internal Audit coverage is set out in the Internal Audit Strategic Plan 2014–17/ Annual Audit Plan 2014–15 which was endorsed by the ARMC and approved by the Director-General. This plan follows a risk-based methodology, balancing emerging issues against reviews of core business and transactional processes.

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

The HIA is directly accountable to the Director-General for leading an effective and efficient internal audit function and for ensuring the internal audit activity meets its objectives and adds value to the department. The HIA reports regularly to the ARMC, which reviews the work of the Internal Audit function.

The Internal Audit Charter has been prepared with reference to the relevant provisions of the FA Act and the FPM Standard, the Institute of Internal Auditors (IIA) International Professional Practice Framework, the Queensland Treasury Audit Committee Guidelines—*Improving Accountability and Performance* and the better practice guidance issued by the Australian National Audit Office. The Charter was endorsed by the ARMC and approved by the Director-General and is consistent with accepted auditing and ethical standards.

Achievements of Internal Audit during 2014–15 include:

- developed and delivered a risk-based annual plan of audits endorsed by the ARMC and approved by the Director-General covering assurance about, and improving effectiveness of, governance, financial controls, systems, project management, operations, compliance and risk management
- provided advisory services to the department in order to improve risk management, control and governance, and business operations
- completed audits and reviews as agreed with the ARMC, resulting in appropriate management recommendations for improving governance processes and business operations
- assessed the effectiveness and efficiency of key departmental financial and operating systems, reporting processes and activities
- proactive follow-up with management regarding their timely implementation of internal and external audit recommendations
- provided secretariat services as outlined in the ARMC Charter
- adopted a co-sourced service delivery model for the provision of an effective Internal Audit function
- maintained an effective working relationship with the Queensland Audit Office.

External scrutiny

Our operations are subject to regular scrutiny from external oversight bodies.

Auditor-General reports

In addition to his audit of the department's financial statements, the Auditor-General conducted audits during the year where recommendations were specifically addressed to the department or addressed to all agencies to consider.

These audits included:

- *Auditor-General's Report 1: 2014–15, Internal Control Systems 2013–14* tabled in Parliament 11 July 2014
- *Auditor-General's Report 4: 2014–15, State Public Sector Entities for 2013–14* tabled in Parliament 25 November 2014
- *Auditor-General's Report 9: 2014–15, Commonwealth Games 2018 Progress* tabled in Parliament 16 December 2014.

Recommendations addressed to the department were accepted and management plans are in place to implement those recommendations.

Progress in implementing Auditor-General recommendations is monitored and followed-up by Internal Audit and reported to the ARMC for review.

Ethics and integrity

The department's ethics and integrity framework ensures systems, policies, procedures and resources are in place to provide assurance that all activities are conducted in an ethical, accountable and transparent manner.

Integrity services and functions it covers include:

- complaints management
- lobbyist contacts
- declarations of interests registration
- gifts and benefits registration
- ethics advice and training
- Crime and Corruption Commission (CCC) liaison
- public interest disclosure management
- fraud and corruption prevention.

The department has embedded the principles and values of the PSE Act explicitly and implicitly in its strategic planning process

and documents and in its human resource management policies and procedures.

The department engages with employees, stakeholders, the general public and the private sector in an honest, impartial and accountable manner. Ethical principles and values are incorporated in employees' Performance and Development Agreements.

Departmental employees uphold the *Code of Conduct for the Queensland Public Service* (the code) and receive regular training on the code starting at induction. Online training in ethical decision making has been updated and redeveloped and will be rolled out to staff in the coming year.

In 2014–15, 45 more intensive workshop-style ethics and integrity and fraud and corruption prevention training sessions were delivered to train over 700 staff across the department in Mackay, Rockhampton, Mt Isa, Maroochydore, Cairns, Toowoomba, Townsville, Ipswich, Southport, Gold Coast, Bundaberg and Brisbane.

Managers and staff are supported to implement the code throughout their work through access to:

- the code on the department's intranet and internet websites
- supplementary face-to-face training in the code and ethics and integrity topics for targeted business areas
- external training on ethics and integrity related matters including 'Your Ethical Compass' training from the Queensland Ombudsman's Office
- managers' workshops on a range of ethics and integrity-related corporate governance topics
- policies and procedures with practical guidance
- specialist advice on ethics matters through the Director, Ethics, Integrity and Risk
- online tools, resources and support networks

The Director, Ethics, Integrity and Risk also:

- manages complaints and allegations of alleged breaches of the code
- maintains close cooperation and liaison with the CCC
- monitors trends and issues and implementation of improvements as a result of lessons learned from cases and complaints.

There were 41 complaints received in 2014–15, of which 23 were from members of the public and related to departmental services and decisions. There were 18 complaints that related to employee conduct and performance.

A further six conduct and performance complaints were received that related to either the behaviour of employees of a third party, or the behaviour of an unknown person. No public interest disclosure matters were received during 2014–15.

Information systems and record management

Good information and recordkeeping practices assist the department to capitalise on existing knowledge and experience. They also support consistency, continuity, efficiency and productivity in customer service, program delivery, management and administration.

The ongoing use and maintenance of best practice information and records management policy, procedures and systems, including the use of an electronic document records management system (eDRMS), enables the department to capture, maintain and protect the accuracy and reliability of its information for as long as they are required to support business, regulatory, social and cultural needs.

The eDRMS provides a secure, effective and efficient management of correspondence, documents and records. Additionally, the department uses the whole-of-government

SAP and Aurion systems for finance and human resource management respectively.

Committed to meeting our responsibilities under the *Public Records Act 2002* (PR Act), the department protects information assets through our Information and Recordkeeping Policy. This ensures that departmental information and records are the basis for organisational accountability, current and future policy formation, and management decision making. It also supports compliance with legislative and regulatory requirements, and documentation of departmental activities, developments and achievements.

Our records information and records management approach includes:

- implementing and maintaining an *Information and Records Management Framework* that includes clear and concise policy, procedures and work instructions
- managing programs, information and recordkeeping systems that comply with legislation and government directives, including collaboration and sharing tools
- developing and implementing digitised physical records policy and framework resulting in a 43 per cent reduction of physical paper holdings
- development of an information management digitisation strategy
- implementing a 'paper lite' approach to records management by adhering to the following key principles:
  - born digital, stay digital strategy—new documents received or created should remain in digital format
  - digitisation of physical records and electronic processing
  - ensure eDRMS use is maximised in all business groups
  - use of collaboration and sharing tools that incorporate information and records management
  - implement retention and disposal schedules, as well as archives management frameworks and strategies
  - use cultural reform to drive cross-agency collaboration, including the development and distribution of policies and training initiatives such as clear desk and information management awareness
- developing baseline storage requirements
- establishing realistic performance goals and effective monitoring programs
- leading cultural reform by creating supportive information management awareness resources and systems training in order to provide proactive staff assistance, guidance and awareness of legislative responsibilities
- retention and disposal of public records in accordance with the PR Act and the *General Retention and Disposal Schedule for Administrative Records*. Following approval by the Queensland State Archivist of the departmental retention and disposal schedule, 1000 records were approved for disposal during 2014–15 after the expiry of their retention period. This equates to an estimated annual saving of $2000 in storage and security costs.

Modernisation of core departmental technologies also included rolling out Windows 8.1, Office 365 cloud environment, VoIP technology and wi-fi, coupled with increased availability of electronic processing. These initiatives improved productivity and provided flexibility to support our mobile workforce.

Security of our records is of the utmost importance, and is maintained through the department's eDRMS in accordance with the department's information security policies and whole-of-government standards.

From March 2015, 40,000 active records relating to infrastructure and planning functions were transferred to

DILGP following administrative arrangements changes.

No records were reported as lost or destroyed in 2014–15.

Workforce planning and performance

Workforce planning and profile

With a workforce of 575 full-time equivalent staff, strategic workforce planning is undertaken at the departmental level and covers a five year time horizon.

It seeks to address organisational trends and develop enterprise wide strategies and is aligned to the department's Strategic Plan.

A high level capability assessment was conducted for each business group providing a helicopter overview of current and future capability needs. The outcomes will further inform the Strategic Workforce Plan.

In 2014–15 the department had a permanent separation rate of 10.5 per cent.

Our workforce profile is depicted in the following graphs—figure 5 and figure 6.

Figure 5 The department's workforce distribution by salary and gender.

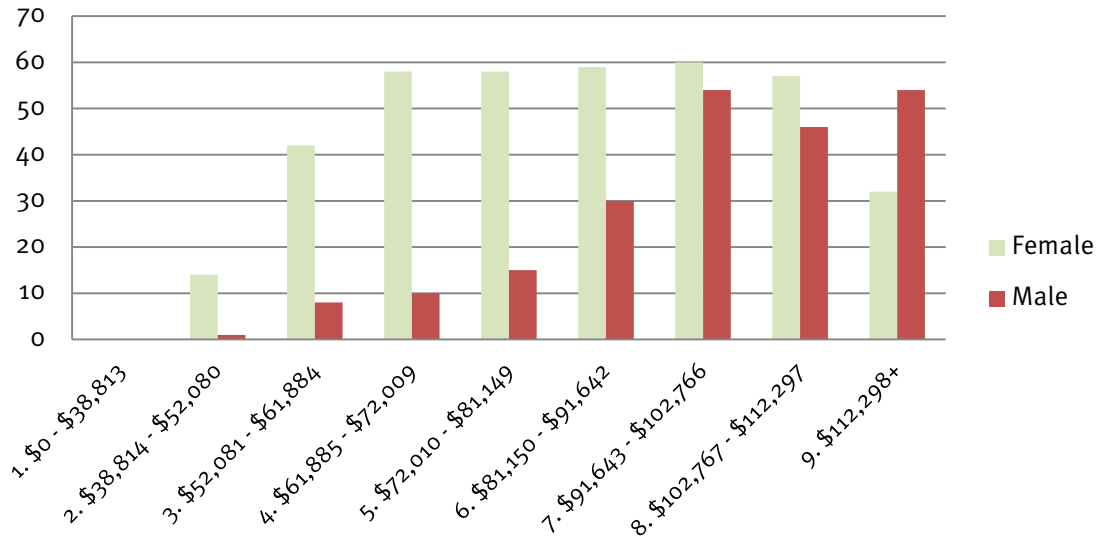
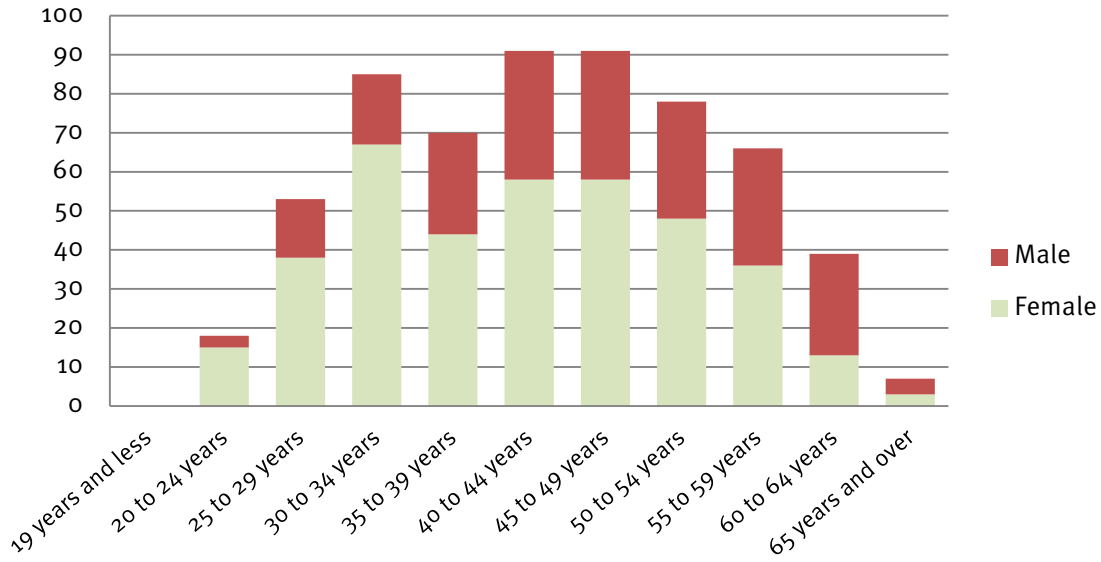


Figure 6 The department's age profile by gender as at 30 June 2015.



Workforce development

The department continues to focus on developing a highly-skilled workforce and increasing the capabilities of our people through a series of inter-related activities:

- refreshing the department's induction program and commencing a complete review of the on-boarding process
- reviewing the department's learning and development activities with a focus on the 70:20:10 model of development (where 70 per cent of time is 'workplace learning', 20 per cent of time is 'social learning' and 10 per cent of time is 'formal learning') and taking a blended approach of internal and externally available programs including those offered by the Public Service Commission
- implementing the performance and development process 'MyPDA', with supervisors working closely with their teams to identify new opportunities to upskill using the 70:20:10 approach and tools to complement this process
- launching the My Mentor program to build a highly-skilled workforce and allow individuals to learn the importance of fostering relationships, dealing with constructive advice and enabling job success. Both mentors and mentees were sourced internally with the aim of increasing talent and succession planning opportunities
- establishing a new leadership development program 'Leadership Xchange' which provides monthly hot topics face to face and live-streamed to regional areas
- creating a leadership video resource library on the intranet that is open to all employees to view at any time
- setting up a specialist executive coaching panel available on a needs basis to senior leaders enabling a tailored and flexible developmental tool
- encouraging high performance and capability development by offering participation to young professionals in the Smart Seeds competition where multi-disciplinary teams develop a creative concept to solve a real infrastructure challenge providing a unique space where future leaders can influence the legacy of current leaders.

Work-life balance initiatives

Work-life balance options such as flexible hours of work arrangements, various leave types, compressed working week, part-time arrangements, job sharing and telecommuting are provided to assist employees. Employees can access facility space that can be used for carers and breastfeeding.

Health and wellness initiatives

The department provides an environment that protects the health and safety of everyone in the workplace. In 2014–15, health and wellness initiatives included:

- comprehensive health assessments for senior executives
- general health assessments available to all staff – 214 staff participated
- skin cancer checks available to all staff – 245 staff participated, leading to 63 referrals for further investigation
- flu vaccinations – 494 staff participated
- ergonomic and posture care assessments
- employee assistance program.

Through these initiatives, some staff were identified with health issues which could then be referred for investigation or treatment. Of the participating staff:

- 10 were identified with type 2 diabetes
- 8.9 per cent were found at high risk of a cardiovascular event in the next five years
- 29.2 per cent had high blood pressure
- 2.4 per cent were identified with severe scores of depression or anxiety.

Injury and claims management

The department performs better than the industry average in injury and claims management (as a result our insurance premium is 46 per cent of the industry average) and seeks to continuously improve our rehabilitation, return to work and injury management systems.

The systems in place include:

- timely, sound incident reporting processes
- implementation of appropriate preventative actions where required
- prompt intervention when issues are reported
- emergency management and first-aid training
- effective communication and information awareness strategies.

Diversity and inclusion

The department encourages a diverse and inclusive workforce. The indigenous employment strategy was launched allowing for school-based and new trainees to enter the workforce at central and regional areas of the state and work in various business groups within the department.

We continue to support women's career development through encouraging participation in women in leadership events through the Australian Institute of Management and Committee for Economic Development Australia and an annual summit, hosting a panel discussion on career development to recognise international women's day and offering access to a cross-agency pilot mentoring program for women.

A domestic and family violence awareness campaign was launched department wide calling for individuals to raise awareness by posting virtual protea and for business areas to wear purple for a day making a gold coin donation to charity.

We encourage our staff to help shape our department and annually run a confidential employee opinion survey. Over the period, as a result of feedback we refreshed and re-launched our Human Resources Network forum with the view to continue collaborative discussions across the agency.

Industrial and employee relations framework

Advice and support is provided to managers and employees in relation to entitlements, policies, processes and performance.

The department completed a policy reform project to review all human resources policies, procedures guidelines and forms with the objective of ensuring the provision of current, concise information that is easy to use and understand. This reform has resulted in a significant reduction in the number of documents and the new content provides more flexibility, more guidance and less compliance for our stakeholders.

The department has been left with four clear overarching human resources policies: Hours of Work, Learning and Development, Creating an Inclusive Workplace and Work Health and Safety.

The processes associated with joiners, movers and leavers were also streamlined to provide a smoother work flow experience for end users and other stakeholders.

The department has not been party to any industrial disputes during 2014–15.

The department has consulted with the union on a number of occasions, in particular to discuss the implementation of new organisational structures within the department and potential impacts on staff.

During 2014–15 there were no disciplinary actions taken by the department and no employees were suspended. One matter commenced investigation but had not concluded by 30 June 2015.

There were 16 complaints lodged against employees of which six were substantiated.

Management action was taken in response to these complaints.

The department has a commitment to implementing the new Employment Security and Union Encouragement policies.

Consultative Committee

The Consultative Committee is the principal consultative body for unions and management within the department. It is created pursuant to Part 9 of the *Certified Agreement 2009*. In 2015–16 the committee will meet on a quarterly basis.

Work Health and Safety Committee

The Work Health and Safety Committee's roles and responsibilities are to:

- assist in developing standards, policies and procedures, training programs and engagement of consultants relating to work health and safety
- facilitate cooperation between the Director-General and employees regarding health and safety issues.

The committee meets every three months. The terms of reference for the committee were reviewed in December 2014 and a comprehensive Work Health and Safety action plan was developed by the committee in the first quarter of 2015.

Retirements, redundancies and retrenchments

During 2014–15, 45 employees received a redundancy package at a cost of $3,484,317. Employees who did not accept an offer of a redundancy were offered case management, where reasonable attempts were made to find alternative employment placements.