

New Governance Arrangements

This year we reviewed our governance arrangements and implemented an updated Governance Framework. The new Framework sets out the standards for accountability, transparency, continual performance improvement and better service delivery that our stakeholders expect of us.

The Framework which encompasses better practice, is underpinned by the nine principles of governance set out in the Public Sector Commission's Good governance guide.

Corporate Executive

As part of these new arrangements, a Corporate Executive was established to provide stewardship through informed and collective decision making and by providing information and advice to the Commissioner. The Corporate Executive assists the Commissioner with strategic leadership, including our vision, purpose, and strategic direction to ensure we meet our strategic objectives. Importantly, the Commissioner and Corporate Executive set our tone with a focus on performance, accountability and ensuring compliance.

Senior Leadership

Supporting the Corporate Executive is our Senior Leadership. Their role is to execute Corporate Executive's strategic vision and manage performance of emergency management services while having regard to our risk appetite.

Our Senior Leadership provide the Corporate Executive with accurate, timely and clear information, advice and support to enable it to perform its governance responsibilities.

Governance Committees

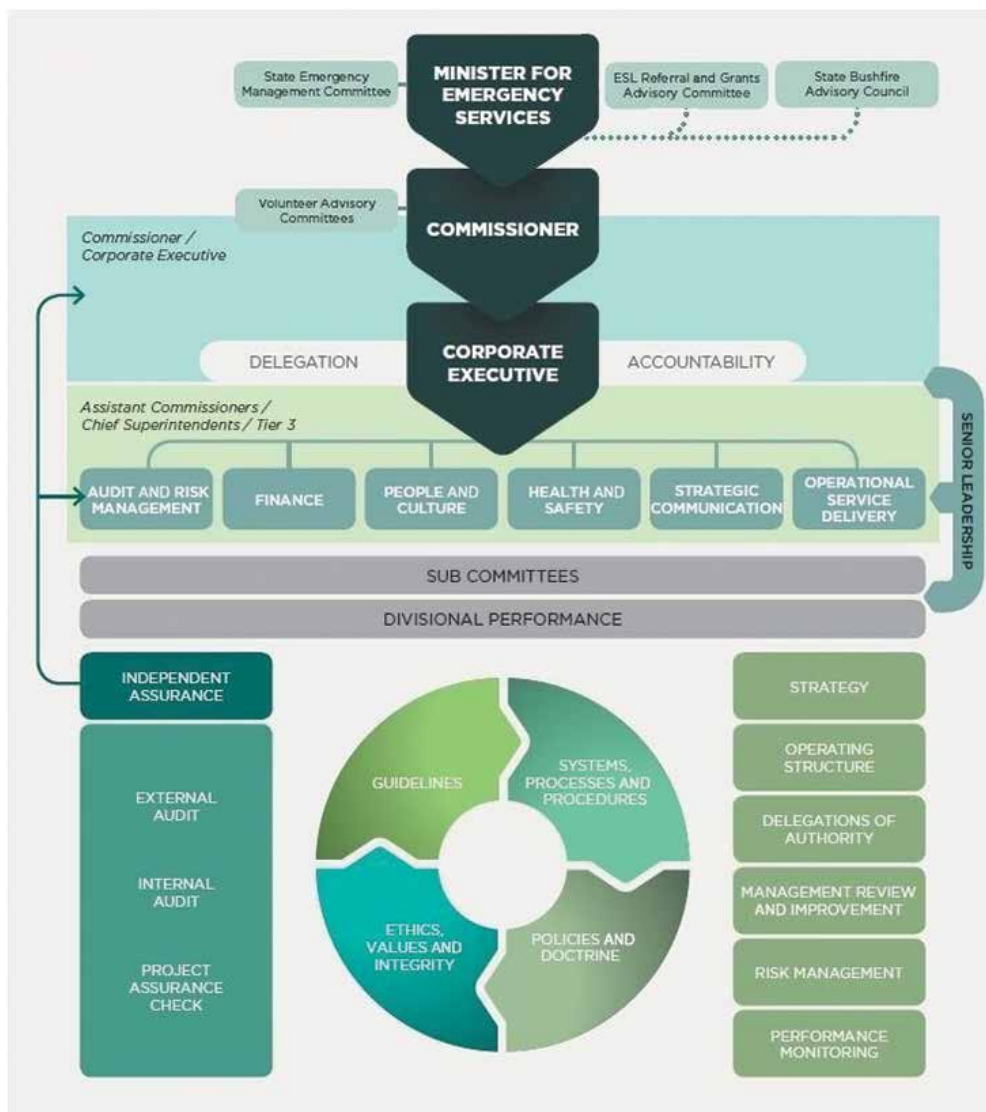
The Corporate Executive has established Committees to assist in exercising stewardship.

- Audit and Risk Management Committee.
- Finance Committee.
- Health and Safety Governance Committee.
- Operational Service Delivery Committee.
- People and Culture Committee.
- Strategic Communications Committee.

Each Committee has a Charter defining its purpose, authority, accountabilities and reporting requirements and the members are Corporate Executive and Senior Leadership personnel.

Volunteers have been invited to join four of our Committees to enrich our decision making. These are the People and Culture, Health and Safety Governance, Strategic Communications and Operational Service Delivery Committees.

Our governance structure and the lines of reporting are shown below.



Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) met four times this year and has four standing members and seven technical advisers. It is chaired by Deputy Commissioner Strategy and Emergency Management, Mal Cronstedt.

The Committee supports and assists the Commissioner and Corporate Executive in exercising due care, diligence and skill in fulfilling its corporate oversight and monitoring responsibilities.

Key elements of fulfilling this primary objective include:

- enabling independent and objective review and monitoring of our financial reporting processes, integrity of financial statements, system of internal control, risk management and compliance
- providing direction and oversight of internal audit activity
- facilitating and maintaining an open avenue of communication between the ARMC, the Commissioner and Corporate Executive, Senior Leadership, External Audit and Internal Audit.

A performance review of the ARMC was undertaken in November 2018 which affirmed the Committee had met the responsibilities of its Charter to a high standard. Strengths of the Committee highlighted by the review included:

- a revised agenda that promoted more focussed meetings
- thorough discussion of issues, risks and matters of strategic importance
- improved oversight of internal control systems.

Finance Committee

The Finance Committee oversees our financial performance and advises financial and budget policy and prioritisation of expenditure and investments, while reinforcing our culture of financial responsibility.

The Committee directs our financial strategy consistent with our Strategic Plan and drives the direction of finance, budgetary and investment matters.

Health and Safety Governance Committee

The Health and Safety Governance Committee helps the Commissioner and Corporate Executive oversee and direct compliance with health and safety legislation, culture and performance.

The Committee directs our Health and Safety strategy, keeps abreast of injury, incident and hazard trends and approves initiatives that enhance the health, safety and wellbeing of our staff and volunteers.

Operational Service Delivery Committee

The Operational Service Delivery Committee provides stewardship of service delivery and asset related matters including monitoring the development, implementation and evaluation of strategies that help prevent, prepare for, respond to and recover from disasters and emergencies.

The Committee considers:

- the identification, analysis and monitoring of operational risk
- allocation and coordination of capabilities
- service delivery improvements
- operational efficacy, collaboration and interoperability.

The Committee advises the Corporate Executive on continuous improvement of our emergency management service delivery.

People and Culture Committee

The People and Culture Committee fosters strategies and activities that promote a positive organisational culture and alignment of our resource capability to our strategic plan.

The Committee endorses the Workforce and Diversity Plan and helps develop and implement strategic people management initiatives, including industrial relations, talent management, leadership development, volunteer sustainability and succession planning.

Strategic Communications Committee

The Strategic Communications Committee monitors the development, implementation and evaluation of strategies and initiatives that promote effective communications and improved service delivery.

The Committee provides strategic direction for internal and external communications, consistent and timely messaging, reputation management and brand enhancement.

Importantly, the Committee fosters innovative communication strategies that build and protect our reputation and achieve our strategic objectives.

Program Management Committee

The Program Management Committee supports and guides all projects from planning through to execution and closure. It also provides the Commissioner and Corporate Executive with the information to:

- validate ongoing alignment between initiatives and strategic objectives
- ensure projects deliver improved business outcomes through transition and change management strategies
- ensure benefits and outcomes are clearly defined and meet each project's agreed scope, time, cost and quality
- allocate appropriate skills and capacity to initiatives
- coordinate the transition of deliverables into operations.

The Committee's governance processes enabled three high risk and/or high dollar value projects to commence and five projects to close this year.