



# Corporate governance and our people



# CORPORATE GOVERNANCE AND OUR PEOPLE



Governance



Our people



Organisational chart



Executive Committee

Clear guidelines for  
appropriate workplace  
behaviour...



Reduce our impact  
on the environment...

## **Title page image**

*Pictured (left to right): Diane Farina from the Office of the Sheriff of NSW and Steven Lord from the Anti-Discrimination Board.*

# CORPORATE GOVERNANCE

## Corporate governance framework

The Director General is the Chief Executive Officer of the Department and reports to the Attorney General of NSW. The Director General coordinates policy and strategy, and is supported by the Executive Committee for organisational governance, and the Assistant Directors General (ADG) for operational governance.

This support assists the Director General to meet statutory responsibilities under the *Public Sector and Management Act 2002*, the *Public Finance and Audit Act 1983* and other relevant legislation.

The Executive Committee meets monthly. It leads the development and review of major policies, strategies and operational plans, provides input to priorities and resource allocation, reviews performance, and develops and analyses key project submissions.

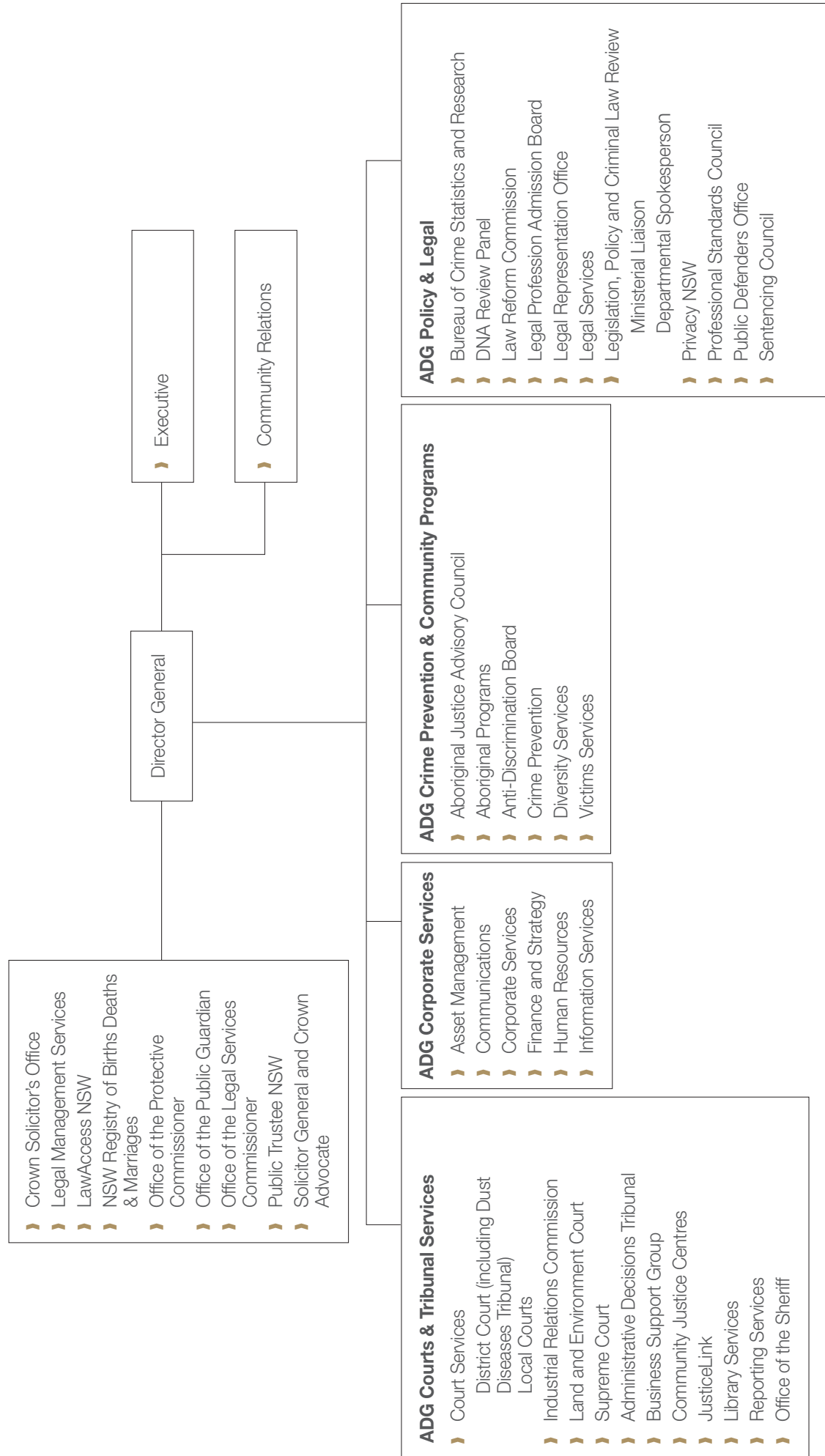
The Executive Committee is comprised of the:

- › Director General
- › Crown Solicitor
- › Public Trustee
- › Protective Commissioner and Public Guardian
- › Assistant Director General Courts & Tribunal Services
- › Assistant Director General Crime Prevention and Community Programs
- › Assistant Director General Policy and Legal
- › Assistant Director General Corporate Services.



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# ATTORNEY GENERAL'S DEPARTMENT ORGANISATIONAL STRUCTURE



## Results and Services Plan

The Department's Results and Services Plan (RSP) sets out the services to be provided by the Department and the intended results the Department was committed to deliver in 2007–08. This was calculated within the forward estimates approved by the Budget Committee. It covers the Department's principal areas of business, key priorities, total expenses and total revenue.

## The Audit Committee

The Audit Committee reviews the Department's framework of controls and risk management systems for legislative compliance, as well as the Department's annual financial statements. The five-member committee met quarterly with an overall member attendance rate of 85 per cent. The committee has two independent members, the chair, Dr Elizabeth Coombs, formerly with the Department of Premier and Cabinet, and Sue Power, NSW Treasury. It conducted an analysis of the Department's compliance in comparison to the *Performance Review Internal Audit Capacity in the NSW Public Sector* (NSW Department of Premier and Cabinet Performance Review Unit), published in April 2008. The committee found the Department complied with 83 per cent of the Better Practice Framework and that the internal audit budget was consistent with the global benchmark used in the review.

The committee conducted a Department-wide staff survey on fraud control and the integration of risk management across the enterprise in March 2008. As a result, the Department is looking at a program of fraud control awareness for staff and the committee is to structure the internal audit program and management reporting to align with enterprise risk and Audit Committee assurance responsibilities.

The **Capital Expenditure Committee** (Capex) manages capital program approvals and monitors program performance. The 12-member committee met eight times. The Capex charter was revised to clarify Capex functions. The 2007–08 capital program was monitored and came in within budget. Next year, the Capital Expenditure Committee will finalise new policies and procedures to strengthen the capital project approval processes.



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and our people

## Code of Conduct and Ethics

The Department's *Code of Conduct and Ethics* is under review and will be updated and implemented in the 2008–09 reporting period. Workplace Ethics training is a compulsory component of the Department's induction process, and a copy of the Code is provided to all new employees.

The Department's *Code of Conduct and Ethics* sets out the obligations and standards of ethical behaviour for staff. The public has the right to expect that public sector organisations demonstrate the highest integrity and competence, and treat all citizens fairly and equitably.

The Code supports the Department's corporate values with respect to innovation and leadership, integrity, service commitment and fairness. Staff are required to act:

- › honestly and ethically
- › within and uphold the law
- › without discrimination
- › with integrity.

## Privacy and personal information

The Department has managed its obligations under the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002* under a privacy management plan designed to ensure compliance and increase awareness across the Department.

The plan provides guidance about the requirements of the Acts for Department officers who deal with personal information. It also provides procedures that can be adopted to eliminate or reduce the risk of non-compliance. The plan allows for individual Business Centres to create and annex specific privacy management plans to address unique issues.

During this period, the Department received no applications for internal review under the *Privacy and Personal Information Protection Act 1998*.

In 2007–08 the Department received 29 freedom of information (FOI) requests, which was down from the previous year, as detailed on page 180.



The Department hosted a seminar to coincide with World Environment Day in June, where Brynnie Goodwill from Al Gore's The Climate Project, spoke about the climate crisis.

## Consumer response and complaints handling

Complaint handling systems are an important element of providing quality customer service and identifying areas needing improvement. All Business Centres are required to adhere to the Department's complaints handling policy.

The Community Relations Unit handles complaints made directly to the Attorney General and Director General. For details refer to page 147.

## Environmental sustainability

In 2007–08 the Department developed an over-arching environment policy confirming the Department's commitment to reducing its impact on the natural environment. The policy consolidated and formalised current environment programs and set a number of actions and targets. These cover: environmental improvement, energy management, water conservation, waste management, fleet management, 'green' procurement.

The Department also established a 'Green Grants' program aimed at encouraging staff to recognise opportunities and to implement projects that reduce the impact of the Department's operations in their local workplace.



The Department continues to move towards a cleaner fleet through the Clean Fleet Improvement Plan and the purchase of vehicles such as the hybrid Prius.

*Pictured (left to right): Arthur Liu, Keith Atterton, Graham Gunner, Grahame Maher, Michelle Aguas, Kerrie Kent and Daniel Jensen, from the Asset Management Branch.*

The Waste Reduction and Purchasing Policy (WRAPP) was implemented in 1998. It seeks to reduce the amount of waste being sent to landfill, including paper and cardboard, to increase recycling by courthouses, to conduct annual waste audits to measure performance and to encourage the purchase of products manufactured from recycled materials.

The Government Energy Management Policy (GEMP) is the state's response to the National Greenhouse Strategy, which charges governments with reducing greenhouse gas emissions. Improving the energy efficiency of buildings is one important measure in this strategy. The Department purchases six per cent GreenPower across all its locations.

The Justice Precinct Offices (JPO) building, the Department's new headquarters, was designed to achieve the highest rating for environmentally friendly buildings, a five-star energy rating as administered by the NSW Department of Environment and Climate Change. The rating is calculated using such components as 12 months of energy consumption bills, the number of people occupying the building and the hours of occupancy. The JPO will be ready for this assessment in December 2008.



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# EXECUTIVE COMMITTEE



## **Laurie Glanfield AM BA LLB (Hons)**

Laurie Glanfield has been Director General of the Attorney General's Department of NSW since 1991. Nationally, he is Deputy President of the Australian Institute of Judicial Administration, Deputy Chair of the Australian Commercial Disputes Centre, Chair of the Australian Criminology Research Council and a member of the Board of the Institute of Criminology. He provides leadership across the criminal justice system through being Secretary of the Standing Committee of Attorneys-General since 1988. He also fulfils a leadership role in the NSW public sector generally through participation on a range of committees. He has a strong interest in evidence-based policy and quality service delivery in the justice system and social justice areas. Prior to joining the public sector he practised as a solicitor in the private sector.

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## **Ian Knight LLB (Hons) BA Crown Solicitor**

Ian Knight was appointed Crown Solicitor in November 1994 having previously been the Ombudsman for the Northern Territory and delegate of the Commonwealth Ombudsman in the Northern Territory. In addition to advising government on significant legal issues, Ian has supervised initiatives this year to ensure the Crown Solicitor's Office continues to compete successfully for the government's legal work and operate on a commercial basis.

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## **Peter Whitehead BA LLB TEP Public Trustee**

Peter Whitehead has filled the position of Public Trustee since September 2001. Peter's key focus has been the continued commercialisation of Public Trustee NSW as a competitive business in the personal trustee and executor market. He maintains key government committee membership in risk management, audit and law reform and is active in industry for the Law Society of NSW, Trustee Corporations and continuing legal and community education.

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**Maureen Tangney BA LLB**  
**Assistant Director General Policy and Legal**

Maureen Tangney has been managing legal policy areas in the Attorney General's Department for almost 10 years, most recently as Assistant Director General, Policy and Legal. Earlier in her career, Maureen worked for the Australian Taxation Office, the NSW Law Reform Commission and the NSW Privacy Committee (forerunner of Privacy NSW).



**Michael Talbot B Comm FCPA FAIM**  
**Assistant Director General Courts & Tribunal Services**

Michael Talbot was appointed to his present role in September 2007. From December 2004 Michael was responsible for Corporate Services. He joined the Department as Director of Court Services in March 2004. Prior to that he was the National Group Manager for retail operations in Australia Post and has occupied a number of senior executive positions in both the public and private sectors.



**Imelda Dodds B Soc Sc (Social Work) MA Public Policy**  
**Protective Commissioner and Public Guardian**

Imelda Dodds is a social worker with more than 30 years' experience in human services and administration. Imelda has previously been the Public Guardian in Western Australia and a member of the NSW Guardianship Tribunal. She has held a number of national and international presidency roles in her profession and is the immediate past president of the International Federation of Social Workers, and Adjunct Professor of Social Work at the University of Sydney.



**Brendan Thomas BA**  
**Assistant Director General Crime Prevention, Aboriginal and Community Programs**

Brendan Thomas was appointed to his current role in September 2007. Brendan has worked in crime prevention and criminal justice for more than 14 years. Prior to his current role he was the Director of the Crime Prevention Division. He has previously been the Executive Officer of the NSW Aboriginal Justice Advisory Council. He has written widely on crime prevention and Aboriginal justice issues. He has previously worked in human resources and in courts.

**Vacant**  
**Assistant Director General Corporate Services**

As at the end of the financial year this position was vacant.



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and our people

# OUR PEOPLE

## Training

This year the Department increased its target from three to at least five days of staff development training for each staff member. This is not limited to training that meets the needs of an employee's current position, but extends to developing skills to meet future prospects. Training options vary from face-to-face and coaching to e-learning and project work.

## Well for Life and re:spect

The Department's standards of professional, acceptable behaviour are detailed in its Dignity and Respect Policy, which was released in May 2008. The policy provides staff with clear guidelines and definitions for appropriate workplace behaviour. It explains the Department's expectations relating to equity and standards of behaviour in the workplace – and specifies the behaviours that breach those standards.

The *Well for Life* program provides all departmental staff with access to free and confidential online health assessments, discounted gym memberships, special rates on workplace massage and informative health tips.

## Bringing the law to the community

The Heritage Courtyard of the Parramatta Justice Precinct was full of information stalls for the Law Week Community Open Day in April 2008. Aboriginal students from Willmot Primary School performed traditional dances and the NSW Police Band provided entertainment for visitors.

## Alumni

Since the Alumni was established in April 2007, membership has grown to 229 former employees who continue to be involved with the Department. The Alumni network creates a mutually beneficial relationship for sharing knowledge and experiences. It also provides opportunities for mentoring, providing advice on projects and participating in focus groups and forums.



*Picture (left to right): New trainee Sheriff's officers Kuljeet Singh, Giuseppe (Joseph) Pagano, Brian Brown, Pankaj Duggal at the swearing-in ceremony in June 2008.*



During Law Week more than 50 events were held at 22 locations across the state.

## Capacity building in Vanuatu

Led by the Department, a team of legal advisers is providing support for the legal system of Vanuatu under a joint program with the federal government's AusAID, called the Vanuatu Legal Sector Strengthening Project. The advisers have successfully established case management systems, revised rules of evidence and civil procedure rules within the Ni-Vanuatu legal system. This year the Department also provided support to the State Prosecutor's Department (Police Prosecutors) with an experienced police prosecutor from NSW. Soon it will oversee the construction of a new office block to house the State Law Office, which writes legislation and provides legal representation for the government of Vanuatu.

## Parramatta move

The state-of-the-art, nine-storey Justice Precinct Offices were officially opened in November 2007. By the end of that month, more than 950 people were working there. Due to this move from the Sydney CBD to Western Sydney, the Department did suffer the loss of some experienced staff and also encountered some temporary technological difficulties. Provision for the preservation of corporate memory was made and the Department continues to attract quality staff.



The Justice Precinct Offices were officially opened on 5 November 2007, bringing the Department's services to the demographic centre of Sydney.

## Aboriginal and Torres Strait Islander employment

The Department aims to increase Aboriginal staff numbers to six per cent of total staff and 10 per cent of Local Courts' and Sheriff's staff by 2011, as set out in its *Aboriginal and Torres Strait Islander (ATSI) Employment Strategy 2006-2011*. When the strategy was launched in July 2006, Aboriginal representation in the Department was two per cent and rose to 3.5 per cent in 2007. This year, Aboriginal staff accounted for 4.1 per cent of the Department's total staff, well above the Public Service benchmark of two per cent and the 1.9 per cent in the general NSW workforce.

Recruitment strategies continue to raise awareness within Aboriginal communities of the employment opportunities available at the Department. This year's recruitment drive for Aboriginal Sheriff's officers saw an intake of 19 candidates who began their training in June 2008.



Corporate governance  
and our people

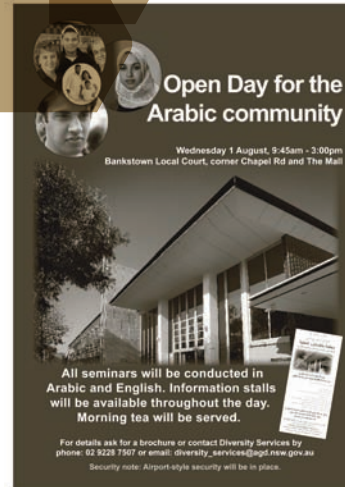
## Diversity

The Department values the inclusion of culturally and linguistically diverse communities and engages with them to maintain a peaceful multicultural society, as set out in its Ethnic Affairs Priority Statement (EAPS). Information material is provided by the Department on its activities in various community languages as part of its communication strategies. Referral is made to the Translating and Interpreting Service (TIS), of which NSW courts are a major user.

Among the many staff networks offering support in the Department are the Aboriginal Network, Staff with Disabilities Network, Cultural Diversity Network and Women's Network.

Many staff who speak community languages are recognised by the Community Language Allowance Scheme for their ability to assist clients from culturally and linguistically diverse backgrounds.

Staff celebrate Harmony Day each year on 21 March, which is the United Nations' International Day for the Elimination of Racial Discrimination. Harmony Day provides an opportunity for all Australians to celebrate our success as a culturally diverse society united by a common set of values, to recommit to harmony, and to say 'no' to racism.



An Arabic Open Day was held at Bankstown Local Court in August 2007.



The Cultural Diversity Network Leadership Committee celebrated Harmony Day with a staff event at the Parramatta Justice Precinct Offices.

*Pictured (left to right): Filiz Eminov, Mary Phillips, Jaklin Naimi and Aleksandra Alavanja.*