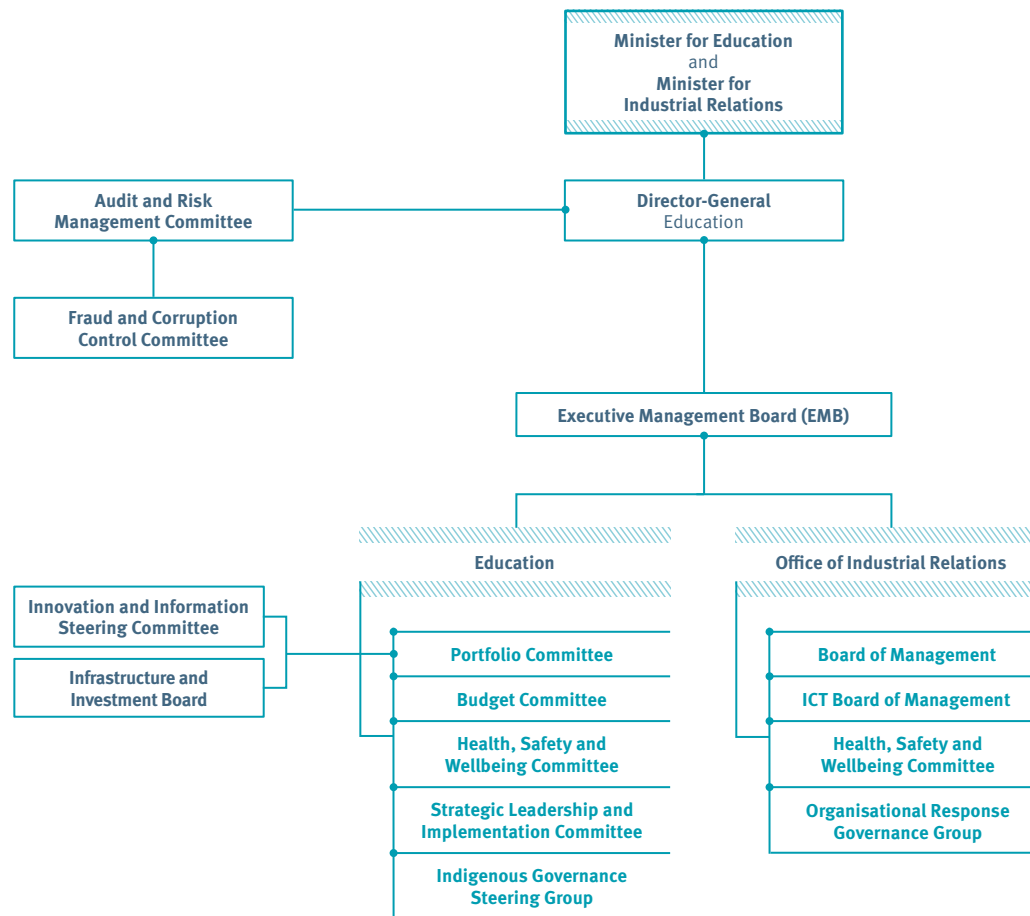
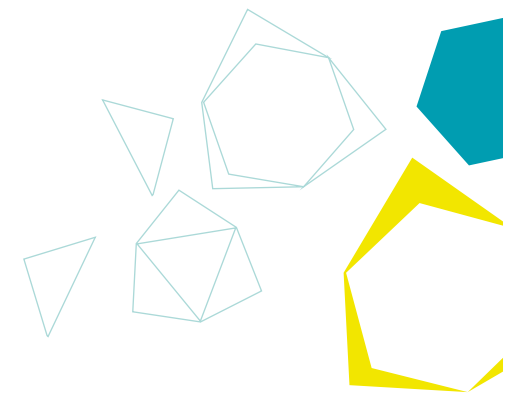


# Appendix F

## Governance committees



## Executive Management Board

*(also operates in its capacity as Portfolio Committee and Budget Committee)*

### Functions

The Executive Management Board (EMB) provides executive leadership to support the Director-General to position the department to align with strategic objectives, including setting and reviewing our direction, priorities, financial budgetary decisions and organisational performance.

As the Budget Committee, EMB develops strategies to monitor financial performance against allocations ensuring the budget remains balanced, and supports the department's mid-year review response and budget submissions.

As the Portfolio Committee, EMB oversees strategic change and prioritises investment management across the department through monitoring programs and projects from Early Childhood and Community Engagement, State Schools, Corporate Services, and Policy, Performance and Planning.

### Achievements Executive Management Board

- Led the department's implementation of the Government's election commitments.
- Provided sound financial management, including reprioritisation measures.
- Oversaw the development, review and approval of major strategic priorities.

### Portfolio Committee

- Project and program management capability training was delivered to over 600 staff across head office and regions for project officers, project managers, project executives, program managers and Board Members
- A consolidated Portfolio Management Office (PMO) Roadmap, which forward plans action areas over 2017–18, was developed.
- A baseline project, program and portfolio maturity assessment was completed in December 2017 with a dashboard created to track progress of implementation of recommendations.
- Program management minimum standards were created.
- Initiation of the Enterprise Project Portfolio Management system project to provide a single system for efficiently managing the sub-portfolios, programs and projects across the department.

## Budget Committee

- Provided key funding allocation decisions to support the department's strategic direction.
- Supported the Department of Education's contribution to the State Budget Papers.
- Continued to monitor the five-year operating budget plan to ensure the department is financially sustainable .
- Ensure a balanced 2017–18 internal budget.
- Supported the Department of Education's 2017–18 Mid-Year Review response and the 2018–19 budget submission.
- Monitored divisions' and regions' financial performance against budget allocations on a monthly basis.
- Conducted the Mid-Year Review to ensure emerging financial issues were appropriately addressed.
- Approved the Department of Education's four -year Infrastructure Investment Program.
- Reviewed and approved changes to monitoring of the department back office full-time equivalent (FTE) employees.
- Approved the 2018–19 internet budget process.

### Membership

- Director-General
- Deputy Director-General, Corporate Services
- Deputy Director-General, Policy, Performance and Planning
- Deputy Director-General, State Schools
- Deputy Director-General, Early Childhood and Community Engagement
- Assistant Director-General, Finance/Chief Finance Officer
- Deputy Director-General, Office of Industrial Relations
- Regional Director
- Executive Director, Office of the Director-General

## Strategic Leadership and Implementation Committee

**Functions** The Strategic Leadership and Implementation Committee provides advice to the Executive Management Board to support integrated and effective service delivery across the department to meet its strategic objectives.

- Achievements**
- Planning for improvement
  - Operational culture
  - Preparing for disaster and emergency management

- Membership**
- Director-General
  - Deputy Director-General, Corporate Services
  - Deputy Director-General, State Schools
  - Deputy Director-General, Early Childhood and Community Engagement
  - Deputy Director-General, Policy, Performance and Planning
  - Deputy Director-General, Office of Industrial Relations
  - Assistant Director-General, Finance and Chief Finance Officer
  - Assistant Director-General, Infrastructure Services
  - Assistant Director-General, Information and Technologies
  - Assistant Director-General, Human Resources
  - Assistant Director-General, Strategy and Performance
  - Assistant Director-General, Strategic Policy and Intergovernmental Relations
  - Assistant Director-General, Rural, Remote and International
  - Assistant Director-General, Performance
  - Assistant Director-General, Operations
  - Assistant Director-General, Indigenous Education
  - Assistant Director-General, Disability and Inclusion
  - Assistant Director-General, OperationsA/Regional Director
  - Regional Directors
  - Executive Director, Office of the Director-General

## Audit and Risk Management Committee

**Functions** The Audit and Risk Management Committee (ARMC) provides independent audit and risk management advice to the Director-General, as required under section 35 of the Financial and Performance Management Standard 2009. The Fraud and Corruption Control Committee reports through the ARMC as a subcommittee.

- Achievements**
- Reviewed and endorsed the department's financial statements.
  - Noted the Chief Finance Officer Statement of Assurance.
  - Endorsed the 2017–18 Annual Internal Audit Plan and the Mid-year Review of the Audit Plan in April 2018.
  - Monitored Internal Audit key performance indicators and measures.
  - Improved reporting from the Fraud and Corruption Control Committee in terms of a more detailed summary paper.
  - Significant improvement by management in the finalisation of long-term outstanding high priority audit findings.

- Membership**
- External Chair — Karen Prentis
  - External Member — Julie Cotter
  - Deputy Director-General, Corporate Services
  - Deputy Director-General, Early Childhood and Community Engagement
  - Deputy Director-General, State Schools
  - Deputy Director-General, Office of Industrial Relations

## Office of Industrial Relations Health, Safety and Wellbeing Committee

---

**Functions** The Office of Industrial Relations Health, Safety and Wellbeing Committee provides advice on responsibilities of strategic oversight, direction and continuous improvement of health, safety and wellbeing outcomes for the Office of Industrial Relations.

- Achievements**
- Development of Terms of Reference.
  - Review and endorsement of Resolving Health, Safety and Wellbeing (HSW) Issues Process.
  - Review and endorse Mental Health Strategy.
  - Formation of Subcommittee to review Occupational Violence.

- Membership**
- Executive Director Business and Corporate Services
  - Director, Organisational Culture
  - Director, Licensing Advisory Services
  - Director, Facilities, Finance and Procurement
  - Manager, Health and Wellbeing
  - Principal Governance Coordinator
  - Executive Director, Industrial Relations
  - Executive Director, Workers' Compensation Policy and Services
  - Executive Director, Specialised Health and Safety Services
  - Executive Director, WHS Compliance Field Services
  - Executive Director, Electrical Safety Office
  - Principal Advisor, Ergonomics
  - Senior Inspector
  - Manager, Leadership and Culture
  - Manager, Strategic Policy
  - Team Leader, Review and Appeals
  - Principal Inspector Ipswich
  - Senior Project Officer
  - Principal Inspector
  - Principal Inspector

- Administration Officer
- Senior Inspector
- Principal Advisor
- Principal Inspector
- Principal Inspector Investigations
- Principal Inspector Brisbane
- Senior Inspector
- Manager, Manufacturing Transport and Logistics

## Indigenous Governance Committee

---

**Functions** The Indigenous Governance Committee provides advice to the Executive Management Board (EMB) regarding opportunities across the department for innovative strategies to achieve early childhood and education goals for Aboriginal and Torres Strait Islander Queenslanders by fostering collaborative and integrated working arrangements, discussion and debate.

- Achievements**
- Endorsement of the DoE Information sheet: Use of Aboriginal and Torres Strait Islander terminology.
  - Provide advice on the development of the Indigenous Academic Excellence initiative.
  - Provide advice on the development of the *Rural and Remote* Education Strategy.
  - Provide advice on the development of the Queensland Government *Reconciliation Action Plan* (RAP).

- Membership**
- Deputy Director-General, Policy, Performance and Planning
  - Deputy Director-General, State Schools
  - Deputy Director-General, Early Childhood and Community Engagement
  - Deputy Director-General, Corporate Services
  - Deputy Director-General, Training and Skills
  - Assistant Director-General, State Schools — Indigenous Education
  - Regional Director
  - Principal
  - External Member – Leon Epong (remuneration: \$390 per day)

## Department of Education Health, Safety and Wellbeing Committee

### Functions

The Health, Safety and Wellbeing Committee (HSWC) provides advice to the Executive Management Board (EMB) to fulfil its corporate governance responsibilities of strategic oversight, direction and continuous improvement of health, safety and wellbeing outcomes for the Department of Education.

### Achievements

- Established a communication for distribution from the Chair of the department's HSW committee following meetings for regional committees, including actions arising and highlights.
- Initiated a procedure to address risks of occupational violence in the workplace.
- Invited guests from regions to represent Health and Safety Consultants at the department forum.
- Provided input into the revised safety 'performance scorecard reports'.
- Gained knowledge of HSW risks through:
  - audit reports
  - incident reviews
  - regulatory interactions and notices
  - information sharing, presentations and reviews
  - key performance indicator (KPI) and performance reports.

### Membership

- Deputy Director-General
- Regional Director, Darling Downs – South West
- Assistant Director-General, State School Operations
- Assistant Director-General, State Schools – Performance
- Assistant Director-General, Infrastructure Services
- Executive Director, Business Partnering, Safety and Wellbeing
- Executive Director, School Improvement Unit
- Director, Governance, Strategy and Planning
- Director, Organisational Safety and Wellbeing
- Executive Director, Office of Early Childhood and Community Engagement
- Executive Director, Legal and Administrative Law Branch (Observer)
- Head of Internal Audit (Observer)

## Fraud and Corruption Control Committee

### Functions

The Fraud and Corruption Control Committee (FCCC) provides advice to the Audit and Risk Management Committee (ARMC) regarding strategies to champion, oversee, monitor and coordinate the various fraud and corruption mitigation mechanisms in effect in the Department of Education.

### Achievements

- Implemented the department's 2017–18 Fraud and Corruption Control program.
- Reviewed FCCsC operations, membership and terms of reference.
- Reviewed internal reports, including Fraud and Misappropriation Case Status reports; and assessed the department's response to identified issues.
- Developed and implemented a series of high level fraud and corruption risk identification workshops as recommended by the QAO Fraud Risk Management Report (Report 6: 2017–18) and CCC Corruption Audit Report (Effectiveness of Queensland public sector corruption risk assessment). Workshops will develop a specific and comprehensive list of fraud and corruption risks specific to regional and central office business units. This list will be contained within the departments risk register (Risk Express) for review and constant assessment on a quarterly basis which will also inform the risk management process across DoE.
- Liaised with DET International in formulating new policy replacing 'Applying for Leave combined with International Travel' procedure. Review ensured its alignment with whole-of-government policy.
- Arranged for and received a presentation and briefing (3 August 2017) from Mr Alan MacSporran QC, Chairperson of the Queensland Crime and Corruption Commission. Briefing focused on 'Corruption Trends: CCC corruption allegations data'.
- Fraud Awareness Week campaign – conducted annual campaign including 'Focus on Fraud' forum at which Mr Alan MacSporran was guest speaker.

### Membership

- Deputy Director-General, Corporate Services
- Assistant Director-General, Finance and CFO
- Assistant Director-General, Human Resources
- Assistant Director-General, Strategy and Performance
- Executive Director, Integrity and Employee Relations
- Head of Internal Audit (Observer)

## Innovation and Information Steering Committee

---

### Functions

The Innovation and Information Steering Committee (IISC) oversees the strategic direction and proactively manages the investments in innovation, information management, and information and communication technologies (ICT) within the department. The committee determines the strategic value of each change initiative and investment to support strategy implementation and service delivery.

### Achievements

- Endorsed and managed the *ICT Portfolio Plan 2017–18*, consisting of 44 in-flight initiatives.
- Managed and monitored the Business ICT Investment Fund (BIIF) budget of \$28.071M, which supports 31 of the 44 in-flight initiatives.
- Ensured ICT-enabled initiatives followed agreed investment criteria and the strategic value of each change initiative was categorised, prioritised and balanced.
- Updated the ICT Project Lifecycle to align with the department's Project Lifecycle.
- Improved the reporting of ICT Portfolio Risk, monitored initiatives with extreme or high risk levels, and undertook corrective actions.
- Improved financial management monitoring, reporting, re-investments and phase funding release of initiatives.
- Submitted quarterly IT Portfolio Reports to Executive Management Board (EMB) Portfolio Committee.
- Monitored initiatives reporting Red or Amber, and sought presentations from initiatives reporting Red or Amber for greater than three consecutive months.
- Published significant ICT initiatives on the Queensland Government ICT Dashboard.
- Approved Subcommittees Terms of References.
- Established a Project Management Community of Practice Network for ICT-enabled initiatives.

### Membership

- Assistant Director-General, Information and Technologies
- Assistant Director-General, Strategy and Performance
- Executive Director, Work Health and Safety Engagement and Policy Services
- Assistant Director-General, Finance

- Assistant Director-General, Human Resources
- Executive Director, Business and Corporate Services, Office of Industrial Relations
- Executive Director, Community Engagement and Partnerships
- Executive Director, Department of Education International
- Executive Director, Governance, Projects and Administration
- Executive Director, Governance, Strategy and Planning
- Executive Director, Information and Quality
- Executive Director, Legal and Administrative Law Branch
- Chief Procurement Officer
- Director, Direction Setting, Infrastructure Services
- Director, Information and Communications Technology Sustainability
- Director, Portfolio and Architecture
- Regional Director, South East Region
- Manager, Information and Communications Technology Portfolio Office
- Head of Internal Audit – (Observer)
- Executive Director, Information and Quality – (Observer)

## ICT Board of Management

---

### Functions

The Information and Communications Technology (ICT) Board of Management was established to improve decision making regarding ICT investments.

### Achievements

Development of investment process that prioritises investments against the Office Industrial Relations' overall strategic direction.

### Membership

- Deputy Director-General, Office of Industrial Relations
- Executive Director, Industrial Relations
- Executive Director, Workers' Compensation Policy Services
- Executive Director, Work Health and Safety Engagement and Policy Services
- Executive Director, Specialised Health and Safety Services
- A/Executive Director, Work Health and Safety Compliance and Field Services
- Executive Director, Electrical Safety Office
- Executive Director, Business and Corporate Services
- Director, Information Communication Technology

## Office of Industrial Relations Board of Management Committee

---

### Functions

The Board of Management Committee is the main decision making body within the Office Industrial Relations (OIR). It considers strategic issues and risks and has overall responsibility for management of the business in supporting the Director-General, Department of Education in discharging their responsibilities as the accountable officers. The Board of Management (BOM) monitors and oversees OIR operations, ensuring direction through proper procedures for the maintenance of adequate accounting, workforce management, performance and other records of internal control, and ensuring compliance with the department's governance.

### Achievements

- Endorsement of the following key initiatives:
  - Health Safety and Wellbeing Committee re-established and operational
  - *Mental Health Strategy*
  - Recognition of Service Awards
  - Voluntary Medical Retirement procedure
  - Injury Illness and Extended Leave Management
  - implementation of face-to-face on-boarding session for new employees
  - ANSZOG program funding for 2019
  - Aurion Timekeeper rollout across OIR
  - formalisation of OIR student and graduate program.

### Membership

- Deputy Director-General, OIR
- Executive Director, Business and Corporate Services OIR
- Executive Director, Work Health and Safety Engagement and Policy Services
- Executive Director, Specialised Health and Safety Services
- Executive Director, Work Health and Safety Compliance and Field Services
- Executive Director, Industrial Relations
- Executive Director, Workers' Compensation Policy and Services
- Executive Director, Electrical Safety Office
- Director, Finance, Facilities and Procurement
- Director, Human Resources, Right to Information and Information Privacy
- Director, Organisational Culture
- Director, Information Communication and Technology

- Director, Business Innovation and Planning
- Principal Governance Coordinator, Business Innovation and Planning

## Office of Industrial Relations Organisational Response Governance Group

---

### Functions

The role of the Organisational Response Governance Group (ORGG) is to oversee Office of Industrial Relations (OIR) strategic responses to fatality notifications (including electrocutions), and, in particular:

- determine whether coronial recommendations directed to OIR are accepted, not accepted or accepted in part
- consider relevant coronial findings and comment
- decide, and then monitor the implementation of, OIR responses to accepted coronial recommendations, findings or comment
- monitor all OIR decisions where the decision is to not comprehensively investigate a fatality notification
- monitor, co-ordinate relevant research where necessary and advise accordingly whether existing organisational strategies and responses are meeting OIR's charter in the context of fatality notifications, investigation outcomes and coronial input.

### Achievements

- ORGG considered the inquest findings and recommendations in five new cases (Ackerman, Farrell, Finlayson, Kennedy, Leonardi and Ross) and monitored the ongoing OIR response to those matters and three other matters in which coronial recommendations were carried over from 2016/17: Trott, Newport and Garrels.
- ORGG also reviewed and considered 101 finalised fatality investigations and completed monitoring the OIR's responses to recommendations in the Ombudsman's *The workplace death investigations report*.

### Membership

- Executive Director, Work Health and Safety Engagement and Policy Services
- Executive Director, Specialised Health and Safety Services
- Executive Director, Electrical Safety Office
- Senior Director, Prosecution Services
- Director, Work and Electrical Safety Policy
- Director, Coronial and Enforceable Undertakings
- Director, Industry Engagement and Programs
- Director, Investigation Services
- Manager, Coronial and Liaison Unit

## Infrastructure Investment Board

---

### Functions

The Infrastructure Investment Board is the governing body for ensuring that the Infrastructure Investment Program meets the Department of Education's strategic and operational requirements; and that good governance and due diligence is applied in the formulation of the Investment Program.

### Achievements

- Endorsement and oversight of Infrastructure Investment Program (IIP) with 2017–18 budget of \$905.3 million.
- Endorsement of project variations to the IIP.
- Endorsement of business cases for new state schools for delivery in 2020.
- Development of Infrastructure Investment Board Charter as part of the governance framework.
- Opportunity for development of whole-of-government understanding of Department of Education infrastructure investments.

### Membership

- Deputy Director-General, Early Childhood and Community Engagement
- Deputy Director-General, Corporate Services
- Assistant Director-General, Infrastructure Services
- Assistant Director-General, State Schools — Rural, Remote and International
- Assistant Director-General, Information and Technologies
- A/Assistant Director-General and Chief Finance Officer
- Deputy Director-General, Public Works and Asset Management, Department of Housing and Public Works
- Director, Economic Policy, Department of the Premier and Cabinet
- Principal Treasury Analyst, Education and Technology, Queensland Treasury

