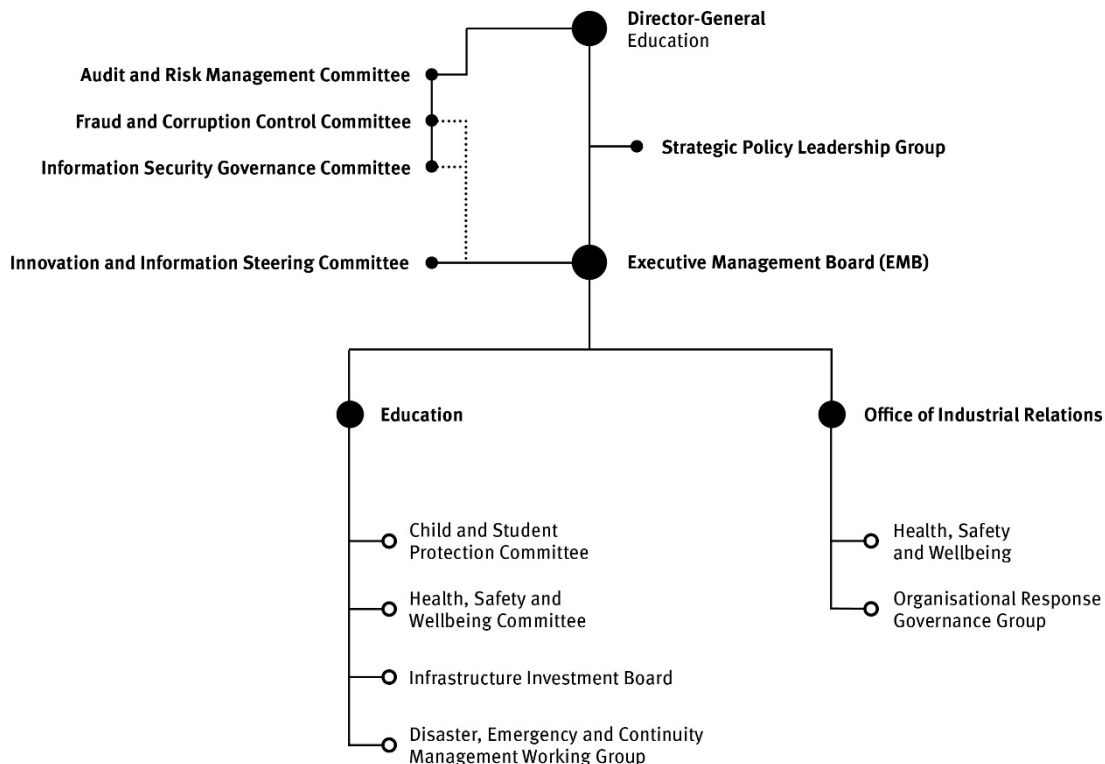


Appendix F

Governance committees



Executive Management Board

(Also operates in its capacity as Budget Committee)

Functions

The Executive Management Board (EMB) functions are to set the strategic direction and priorities for the department, make strategic investment and budgetary decisions and monitor performance towards the achievement of outcomes for Queensland.

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.

Achievements

Executive Management Board

- led the development and monitoring of the department's 2020–2024 Strategic Plan
- led the department's implementation of the Government's election commitments and engagement in Advancing Queensland Priorities
- provided sound financial management, including reprioritisation measures
- oversaw the development, review and approval of major strategic priorities
- led strategic change management and monitored the department's portfolio performance on a quarterly basis.
- led the Department's response to the COVID-19 pandemic.

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 2019–20 internal budget
- supported the Department of Education's 2019–20 Mid-Year Review response and the 2020–21 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
- reviewed and approved changes to monitoring of the department back office FTEs.

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 Education Improvement

Assistant Director-General, Finance and Chief Finance Officer

Deputy Director-General, Office of Industrial Relations

Deputy Director-General, People and Executive Services

Regional Director—rotating representative

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 a requirement under section 30 of the *Financial and Performance Management Standard 2019*. The Fraud and Corruption Control Committee reports through the ARMC as a sub-committee.

Achievements

- reviewed and endorsed the department's financial statements
- noted the Chief Finance Officer Statement of Assurance
- endorsed the 2019–20 6+6 Month Audit Plan and Mid-Year Review of the 6+6 Month Audit Plan in November 2019
- monitored Internal Audit's key performance indicators and measures
- commenced a deep dive into the departmental compliance framework

- a five yearly External Quality Assessment of the Internal Audit Branch was performed by the Institute of Internal Auditors Australia
- reviewed the membership of the ARMC and proposed changes to membership through inclusion of another external member with an ICT skill-set and the reduction of internal members (effective from January 2021).

Membership

Deputy Director-General, Corporate Services

Deputy Director-General, Early Childhood and Education Improvement

Deputy Director-General, State Schools

Deputy Director-General, Office of Industrial Relations

External Chair—Karen Prentis

External Member—Julie Cotter

Remuneration

Position in organisation	External members	Remuneration	% of scheduled meetings attended		Duration of membership
			Member	Proxy	
External Chair	Karen Prentis	\$12,000	100%	0%	Full year
External Member	Julie Cotter	\$8,000	80%	0%	Full year

Fraud and Corruption Control Committee

Functions

The Fraud and Corruption Control Committee provides advice to the ARMC regarding strategies to champion, oversee, monitor and coordinate the various fraud and corruption mitigation mechanisms in effect in the department.

Achievements

- a new data dashboard was developed to monitor the department's corrupt conduct issues, closure rates of investigations and other employment-related data.
- members considered the following reports throughout the year:
 - quarterly fraud and corruption risk assessments
 - internal audit reports
 - computer aided audit techniques updates
 - case status report updates (de-identified).
- reviewed, monitored the progress of and assessed the adequacy of the department's responses to a number of Crime and Corruption Commission joint investigations and public inquiries, including Operation Impala.
- contributed to and monitored the following awareness campaigns;
 - the *Contracting back campaign* was focused on increasing employee knowledge of and compliance with the provisions of s89 of the *Criminal Code Act 1899*, which makes unauthorised employee contracting back to the department a criminal offence; and
 - the *Fraud awareness campaign*, which consists of a forum and awareness campaign, run annually in November, in support of International Fraud Awareness Week 2019. Guest speakers at the 2019 forum included Dr Jacqueline Drew, School of Criminology, Griffith University and Ms Louise Rosemann, Principal Advisor Public Interest Disclosures, Queensland Ombudsman.
- 'Integrity' was incorporated into the department's *2020–24 Strategic Plan* as a new organisational Principle.
- a new succinct Fast Facts integrity advisory resource was distributed on a term basis to principals/Business Service Managers and corporate executives.

Membership

Deputy Director-General, People and Executive Services

Deputy Director-General, Corporate Services

Assistant Director-General, Finance and Chief Finance Officer

Assistant Director-General, Human Resources

Assistant Director-General, Strategy and Performance

Executive Director, Integrity and Employee Relations

Director, Integrity and Assessment and Integrity and Employee Relations

Head of Internal Audit (Observer).

Department of Education Health, Safety and Wellbeing Committee**Functions**

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

Achievements

- the committee reviewed the health, safety and wellbeing performance of the department through analysing the trends and data in the quarterly HSW scorecard
- the committee oversees approval and implementation of health, safety and wellbeing procedures
- endorsed development of communications to schools regarding lift registration, traffic congestion and post winch sign hazards
- endorsed development of a department health, safety and wellbeing risk register
- endorsed development of a new HSW key performance indicator for the department based on completion of the Annual Safety Assessment
- endorsed the proposed new structure of the Health, Safety and Wellbeing Management System to align with ISO 45001
- endorsed *Avoid the Fall* communication strategy to educate staff about avoiding slips, trips and falls in response to the department's injury/illness profile.

Membership

Assistant Director-General, Human Resources
Regional Director, Darling Downs–South West
Assistant Director General, State School–Operations
Assistant Director-General, Infrastructure Services
Executive Director, Business Partnering, Safety and Wellbeing
Director, Education Improvement
Director, Governance, Strategy and Planning
Director, Organisational Safety and Wellbeing
Director, Performance and Improvement.

Infrastructure Investment Board**Functions**

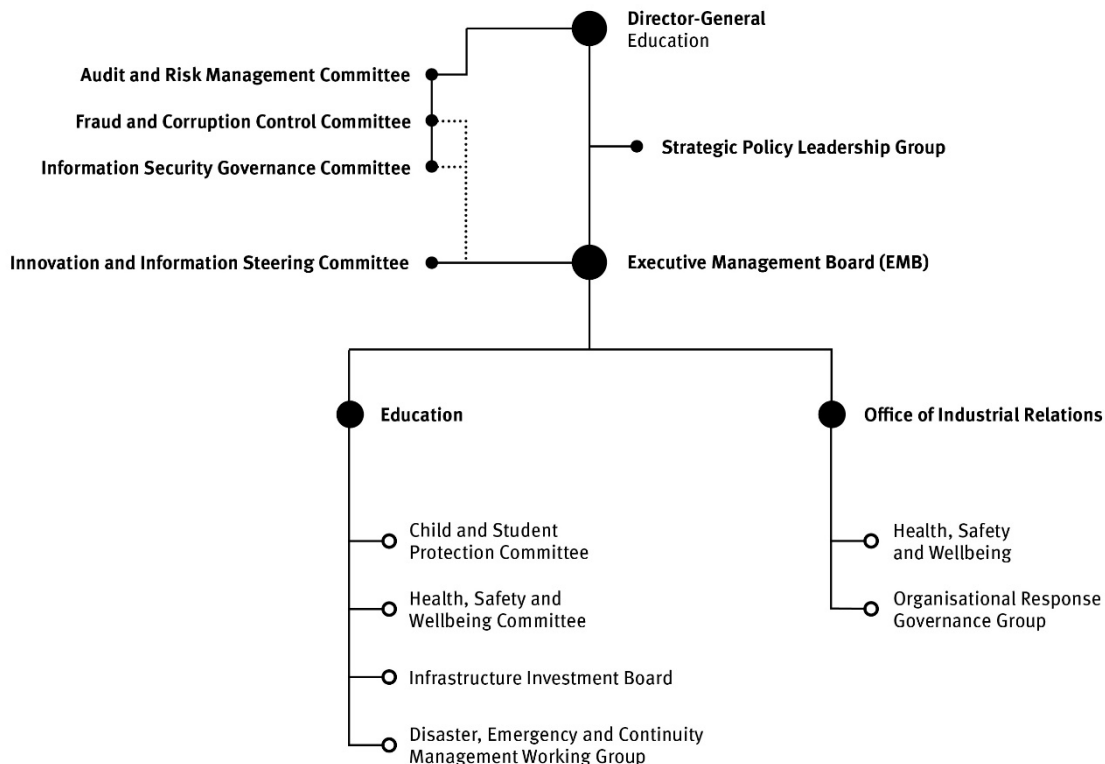
The Infrastructure Investment Board is the governing body for ensuring that the Infrastructure Investment Program meets the department's strategic and operational requirements; and that good governance and due diligence is applied in the formulation of the Investment Program.

Achievements

- endorsement and oversight of Infrastructure Investment Portfolio (IIP) with 2019–20 budget of \$1.4 billion
- endorsement of project variations to the IIP
- endorsement of business cases/local area strategic analyses for new state schools for delivery in 2021 and beyond
- development of the Infrastructure Investment Board Charter as part of the governance framework
- opportunity for development of whole-of-government understanding of the department's infrastructure investments.

Appendix F

Governance committees



Executive Management Board

(Also operates in its capacity as Budget Committee)

Functions

The Executive Management Board (EMB) functions are to set the strategic direction and priorities for the department, make strategic investment and budgetary decisions and monitor performance towards the achievement of outcomes for Queensland.

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.

Achievements

Executive Management Board

- led the development and monitoring of the department's 2020–2024 Strategic Plan
- led the department's implementation of the Government's election commitments and engagement in Advancing Queensland Priorities
- provided sound financial management, including reprioritisation measures
- oversaw the development, review and approval of major strategic priorities
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- led the Department's response to the COVID-19 pandemic.

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
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- monitored divisions' and regions' financial performance against budget allocations on a monthly basis

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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 Education Improvement

Assistant Director-General, Finance and Chief Finance Officer

Deputy Director-General, Office of Industrial Relations

Deputy Director-General, People and Executive Services

Regional Director—rotating representative

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 a requirement under section 30 of the *Financial and Performance Management Standard 2019*. The Fraud and Corruption Control Committee reports through the ARMC as a sub-committee.

Achievements

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- noted the Chief Finance Officer Statement of Assurance
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- a five yearly External Quality Assessment of the Internal Audit Branch was performed by the Institute of Internal Auditors Australia
- reviewed the membership of the ARMC and proposed changes to membership through inclusion of another external member with an ICT skill-set and the reduction of internal members (effective from January 2021).

Membership

Deputy Director-General, Corporate Services

Deputy Director-General, Early Childhood and Education Improvement

Deputy Director-General, State Schools

Deputy Director-General, Office of Industrial Relations

External Chair—Karen Prentis

External Member—Julie Cotter

Remuneration

Position in organisation	External members	Remuneration	% of scheduled meetings attended		Duration of membership
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Functions

The Fraud and Corruption Control Committee provides advice to the ARMC regarding strategies to champion, oversee, monitor and coordinate the various fraud and corruption mitigation mechanisms in effect in the department.

Achievements

- a new data dashboard was developed to monitor the department's corrupt conduct issues, closure rates of investigations and other employment-related data.
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- reviewed, monitored the progress of and assessed the adequacy of the department's responses to a number of Crime and Corruption Commission joint investigations and public inquiries, including Operation Impala.
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- 'Integrity' was incorporated into the department's *2020–24 Strategic Plan* as a new organisational Principle.
- a new succinct Fast Facts integrity advisory resource was distributed on a term basis to principals/Business Service Managers and corporate executives.

Membership

Deputy Director-General, People and Executive Services

Deputy Director-General, Corporate Services

Assistant Director-General, Finance and Chief Finance Officer

Assistant Director-General, Human Resources

Assistant Director-General, Strategy and Performance

Executive Director, Integrity and Employee Relations

Director, Integrity and Assessment and Integrity and Employee Relations

Head of Internal Audit (Observer).

Department of Education Health, Safety and Wellbeing Committee**Functions**

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

Achievements

- the committee reviewed the health, safety and wellbeing performance of the department through analysing the trends and data in the quarterly HSW scorecard
- the committee oversees approval and implementation of health, safety and wellbeing procedures
- endorsed development of communications to schools regarding lift registration, traffic congestion and post winch sign hazards
- endorsed development of a department health, safety and wellbeing risk register
- endorsed development of a new HSW key performance indicator for the department based on completion of the Annual Safety Assessment
- endorsed the proposed new structure of the Health, Safety and Wellbeing Management System to align with ISO 45001
- endorsed *Avoid the Fall* communication strategy to educate staff about avoiding slips, trips and falls in response to the department's injury/illness profile.

Membership

Assistant Director-General, Human Resources
Regional Director, Darling Downs–South West
Assistant Director General, State School–Operations
Assistant Director-General, Infrastructure Services
Executive Director, Business Partnering, Safety and Wellbeing
Director, Education Improvement
Director, Governance, Strategy and Planning
Director, Organisational Safety and Wellbeing
Director, Performance and Improvement.

Infrastructure Investment Board**Functions**

The Infrastructure Investment Board is the governing body for ensuring that the Infrastructure Investment Program meets the department'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 Portfolio (IIP) with 2019–20 budget of \$1.4 billion
- endorsement of project variations to the IIP
- endorsement of business cases/local area strategic analyses for new state schools for delivery in 2021 and beyond
- development of the Infrastructure Investment Board Charter as part of the governance framework
- opportunity for development of whole-of-government understanding of the department's infrastructure investments.

Membership

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

Assistant Director-General, Finance and Chief Finance Officer

Assistant Director-General, Early Learning and Development, Early Childhood and Education Improvement

Executive Director, Programs and Services, Early Childhood and Community Engagement

Director, Performance and Delivery, Early Childhood and Community Engagement

Deputy Director-General, Building Policy and Asset Management,

Department of Housing and Public Works (External)

Director, Economic Policy, Department of the Premier and Cabinet (External)

Principal Treasury Analyst, Education and Technology, Queensland Treasury (External).

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

- noted and managed the ICT Portfolio Plan 2019–20
- managed and monitored the Business ICT Investment Fund (BIIF) budget of \$25.75M
- ensured ICT-enabled initiatives followed agreed investment criteria and the strategic value of each change initiative was categorised, prioritised and balanced
- improved the reporting of ICT Portfolio Risk, monitored initiatives with extreme or high risk levels, and undertook corrective actions

Membership

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

Assistant Director-General, Finance and Chief Finance Officer

Assistant Director-General, Early Learning and Development, Early Childhood and Education Improvement

Executive Director, Programs and Services, Early Childhood and Community Engagement

Director, Performance and Delivery, Early Childhood and Community Engagement

Deputy Director-General, Building Policy and Asset Management,

Department of Housing and Public Works (External)

Director, Economic Policy, Department of the Premier and Cabinet (External)

Principal Treasury Analyst, Education and Technology, Queensland Treasury (External).

Innovation and Information Steering Committee

Functions

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Achievements

- noted and managed the ICT Portfolio Plan 2019–20
- managed and monitored the Business ICT Investment Fund (BIIF) budget of \$25.75M
- ensured ICT-enabled initiatives followed agreed investment criteria and the strategic value of each change initiative was categorised, prioritised and balanced
- 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
- monitored initiatives reporting red or amber, and sought presentations from initiatives reporting red or amber for greater than three consecutive months
- undertook COVID-19 impact assessments on initiatives within the ICT Portfolio 2019–20
- published significant ICT initiatives on the Queensland Government Digital Projects Dashboard, and undertook a review of the publishing process.

Membership

Assistant Director-General, Information and Technologies

Assistant Director-General, Strategy and Performance

Assistant Director-General, Education Improvement

Assistant Director-General, Finance and Chief Finance Officer

Assistant Director-General, Human Resources

Assistant Director-General, Infrastructure Services

Assistant Director-General, State Schools - Operations

Executive Director, Business and Corporate Services,

Industrial Relations

Executive Director, Strategic Communication and Engagement

Executive Director, Department of Education International

Executive Director, Digital Transformation

Executive Director, Governance, Strategy and Planning

Executive Director, Legal and Administrative Law Branch

Chief Procurement Officer

Director, Portfolio and Architecture

Regional Director, North Queensland Region

Head of Internal Audit (Observer)

Executive Director, Digital Solutions (Observer)

Executive Director, Enterprise Technology Solutions (Observer)

External Member

Executive Director, Office of Assurance and Investment, Queensland Government Customer Digital Group

Child and Student Protection Committee**Functions**

The committee provides oversight, direction and continuous review and possible improvement of student protection activities across the department to ensure the health, safety and wellbeing of children in the state schooling system.

Achievements

- committee established, with terms of reference finalised and first meeting held on 13 November 2019
- members provided feedback on key documents related to implementation of *Royal Commission into Institutional Responses to Child Sexual Abuse* recommendations including department strategy: *Aware. Protected. Safe and National Principles for Child Safe Organisations* self-assessment tool
- committee reviewed student protection reporting data and referrals to regional taskforce – supporting at-risk students to ensure strong oversight and support for at-risk students continued during the period of time students were learning from home.

Membership

Assistant Director-General, State Schools–Operations

Executive Director, Student Protection and Wellbeing

Executive Director, Integrity and Employee Relations

Executive Director, State Schools Disability and Inclusion

Executive Director, Governance, Strategy and Planning

Executive Director, Portfolio Services and External Relations

Director, Governance and Corporate Support, Early Childhood and Education Improvement

Regional Director, Darling Downs South West (or delegate)

Principal, MacGregor State High School

Information Security Governance Committee

Functions

The function of the Information Security Governance Committee is to:

- provide management oversight of and direction for the department's Information Security Management System (ISMS) to ensure it achieves intended objectives
- endorse the information security governance policies and procedures for the department's business units and related entities
- make recommendations where relevant to the information custodian/ risk owner regarding risk levels, controls and actions for enterprise information security risks
- endorse information security assurance reports.

Achievements

In 2019–20, the committee supported DoE and OIR IS18 Annual Returns and the information security internal audit quarterly review report.

Membership

Deputy Director-General, Corporate Services

Executive Director, Office of the Director-General

Assistant Director-General, State Schools-Operations

Assistant Director-General, Strategy and Performance

Assistant Director-General, Finance and Chief Finance Officer

Assistant Director-General, Human Resources

Assistant Director-General, Information and Technologies

Assistant Director-General, Infrastructure Services

Executive Director, Business and Corporate Services-Office of Industrial Relations

Executive Director, Strategic Communication and Engagement

Director, Cabinet Legislation and Liaison Office.

Disaster, Emergency and Continuity Management Working Group

Functions

To oversee, monitor and improve the Department of Education's capability to plan, prepare, respond and recover from disasters and emergencies and ensure business continuity.

Achievements

Due to the department's extended responses to bushfires (September and November 2019), extreme weather and ongoing response to the COVID-19 pandemic since late January 2020, the working group has only met once (December 2019) during 2019–2020.

Below are the achievements for 2019–2020:

- review of recommendations from Tropical Cyclone Debbie and Tropical Cyclone Nora
- review of recommendations from bushfire and Townsville flood reviews
- management of Review Recommendation Matrix
- continuation of project development for the Lessons Management Program
- testing of School Closures System
- IISC endorsement of the School Closures System Upgrade
- further consolidation of Business Continuity alignment to Disaster and Emergency management practices.

Membership

Deputy Director-General, Corporate Services

Assistant Director-General, Infrastructure Services

Assistant Director-General, State School Operations

Assistant Director-General, Human Resources

Assistant Director-General, Information Technology

Regional Director, Central Queensland Region

Assistant Director-General, Strategy and Performance

Executive Director, Infrastructure Operations

Executive Director, Information Technology

Executive Director, Governance, Strategy and Planning

Director, Communications and Marketing

Director, Organisational Safety and Wellbeing

Director, Property, Emergency and School Security

Manager, Emergency and School Security

Office of Industrial Relations Health, Safety and Wellbeing Committee

Functions

The Health, Safety and Wellbeing (HSW) Committee provides advice on responsibilities of strategic oversight, direction and continuous improvement of health, safety and wellbeing outcomes for OIR.

Achievements

- following an audit of the OIR HSW system, the OIR HSW Committee underwent a review and restructure based on a recommendation made by the auditors. During the review period the HSW Committee Terms of Reference were also revised along with committee memberships. During this time the HSW Committee was given a governance function and integrated into the OIR governance framework
- recommenced meetings on a quarterly basis in March 2020
- since recommencement, the committee has reviewed and amended its terms of reference to better align with its governance function and the requirements of Workplace Health and Safety (WHS) legislation. A forward workplan has been developed to guide future work
- all committee members present at the June 2020 meeting participated in the first stage of the induction.

Membership

Executive Director, Business and Corporate Services

Executive Director, WHS Compliance Field Services

Executive Director, Electrical Safety Office

Director, Organisational Culture

Director, Finance Facilities and Procurement

Director, Licensing and Advisory Services

Regional Support Officer WHS CFS

Senior Inspector WHS CFS

Senior Inspector (x3)

Team Leader, WCPS

Principal Advisor, Specialised Health and Safety Services

Senior Advisor, SHSS

Principal Inspector, WHS CFS

Investigations Manager, WHS CFS

Senior Inspector, WHS CFS

Senior Advisor, WHS Engagement & Policy Services

Senior Inspector, WHS CFS

Team Leader, LAS

Principal Advisor, SHSS.

Office of Industrial Relations Organisational Response Governance Group

Functions

The group oversees OIR strategic responses to fatality notifications, 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, coordinate 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

- considered the inquest findings in two matters (Viner and Dreamworld: Araghi, Dorsett, Goodchild and Low) and the recommendations directed to the Office of Industrial Relations (OIR) in the Dreamworld inquest

- monitored the ongoing OIR response in six other matters in which coronial recommendations were carried over from 2018–19: Brown, Farrell, Ross, Kennedy, Thwaites and Leonardi
- reviewed and considered whether further organisational response was required in 80 finalised fatality investigations.

Membership

Executive Director, WHS Engagement and Policy Services

Executive Director, Specialised Health and Safety Services

Executive Director, Electrical Safety Office

Executive Director, WHS Compliance and Field Services

Director, Work and Electrical Safety Policy

Director, Coronial and Enforceable Undertakings

Director, Industry Engagement and Programs

Director, State Wide Investigations Services.

Past members

Senior Director, Office of WHS Prosecution Services.