

Appendix D

Governance committees

Governance committees enable the department to advise and support the Minister and Director-General in their decision-making responsibilities or to make decisions on their behalf.

Executive Management Board (also operates in its capacity as Budget Committee)	
Functions	<p>The Executive Management Board (EMB) sets the strategic direction and priorities for the department, makes strategic investment and budgetary decisions and monitors performance towards the achievement of outcomes for Queensland.</p> <p>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.</p>
Achievements 2020–21	<p>EMB</p> <ul style="list-style-type: none"> • led the development and delivery of the department's Strategic Plan, major strategic priorities, and the Government's election commitments • provided sound financial management, including reprioritisation measures • led strategic change management and monitored the department's portfolio performance on a quarterly basis, including management of strategic and enterprise risks • led the department's ongoing response to the COVID-19 pandemic and recovery • reviewed and approved changes to monitoring of the department back office FTE. <p>Budget Committee</p> <ul style="list-style-type: none"> • provided key funding allocation decisions to support the department's strategic direction • supported the department's contribution to the State Budget Papers • 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

	<ul style="list-style-type: none"> led the department's response to the Queensland Government Savings and Debt Plan.
Membership	
Director-General	
Deputy Director-General, People and Corporate Services (and previously known as Deputy Director-General, People and Executive Services)	
Chief Finance Officer and Assistant Director-General, Finance and Assurance Services	
Deputy Director-General, Policy, Performance and Planning	
Deputy Director-General, Infrastructure Services	
Deputy Director-General, State Schools	
Deputy Director-General, Early Childhood and Education Improvement	
Deputy Director-General, Office of Industrial Relations	
Regional Director (Kim Fredericks and John Norfolk)	
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 35 of the <i>Financial and Performance Management Standard 2019</i> (Qld).
Achievements 2020–21	<ul style="list-style-type: none"> reviewed and endorsed the department's financial statements for 2019-20 and noted the Chief Finance Officer Statement of Assurance for 2019-20 endorsed the Mid-Year Review of the 6+6 Month Audit Plan 2020-21 in November 2020 endorsed the 6+6 Month Audit Plan for 2021-22 in June 2021 monitored Internal Audit's key performance indicators and measures during the year continuing with the deep dive into the departmental compliance framework restructured the committee to include majority external members (i.e. 3 external members including the Chair, and one internal member nominated as the DDG State Schools to reflect the core business of the department) review and oversight over key risks to the department including the major reform work being done within the newly created Infrastructure Services Division.

Current Membership	% of scheduled meetings attended	Membership duration
Deputy Director-General, State Schools	100%	6 months
External Chair – Helen Moore	100%	6 months
External Member – John Catford	100%	6 months
External Member – Marie Kavanagh	100%	6 months
Past Membership		
External – Karen Prentis	100%	6 months
External – Julie Cotter	100%	6 months
Remuneration	Fees paid (GST exclusive)	
External Chair – Helen Moore	\$6,000	
External Member – John Catford	\$4,000	
External Member – Marie Kavanagh	\$4,000	
External – Karen Prentis	\$6,000	
External – Julie Cotter	\$4,000	

Integrity, Fraud and Corruption Committee¹	
Functions	The Integrity, Fraud and Corruption Committee (IFCC) 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 2020–21	<ul style="list-style-type: none"> the department’s Compliance and Controls Taskforce (Taskforce) was established in mid-2020 to oversee a 12 to 24-month program of integrity and governance reforms designed to strengthen the department’s commitment to organisational integrity, accountability, transparency and effective governance following the closure of the Taskforce in March 2021, the FCCC and subsequently the IFCCC continue oversight of the development of the department’s 12 to 24-month integrity reform program. To this end, at the June 2021 IFCC meeting, members participated in the first workshop (of a broader consultation strategy) to develop a long-term integrity plan. the FCCC oversaw the development of a suite of integrity-related policy instruments, including updated Integrity and Fraud and Corruption Control Frameworks. in July 2020, the department held an awareness campaign to educate employees about the provisions of s89 of the <i>Criminal Code Act 1899</i>, which requires written delegate approval to be

	<p>obtained prior to employees entering into agreements or contracts with the department in their private capacity</p> <ul style="list-style-type: none"> • at the August 2020 FCCC meeting, members agreed to developing customised risk workshops for areas with higher ER4 risk profiles, and presentations to enable remaining areas to self-assess • the department's Fraud Awareness week campaign commenced on 16 November 2020, incorporating a Fraud Awareness forum live-streamed to all staff, launching both Fraud Awareness Week and the department's Next 90-day Action Plan • it was agreed at the November 2020 FCCC meeting that the Head of Internal Audit would submit quarterly secondary employments analyses commencing in February 2021, with the intent of developing a collaborative enterprise approach to address fraud and corruption risks associated with employee secondary employment.
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Membership

Deputy Director-General, People and Corporate Services²

Chief Finance Officer and Assistant Director-General, Finance and Assurance Services

Assistant Director-General, Human Resources

Assistant Director-General, Strategy and Performance

Assistant Director-General, State Schools Performance

Executive Director, Integrity and Employee Relations

Executive Director, Procurement Services

Regional Director³

Principal⁴

Business Service Manager⁵

NOTES:

¹ This committee was formerly known as the Fraud and Corruption Control Committee (FCCC). It was renamed the Integrity, Fraud and Corruption Committee (IFCC) in June 2021, to acknowledge and strengthen the importance of integrity, and more accurately reflect the committee's focus on creating and executing a long-term Integrity plan for the department.

² Position established on 31 May 2021; previous position titles were Deputy Director-General, People and Executive Services and Deputy Director-General Corporate Services.

³ The Regional Director North Coast Region will attend his first meeting in this role on 27 July 2021.

⁴ The Principal, Kirwan State High School has assumed this representative role.

⁵ The Business Services Manager, Boondall State School has assumed this representative role.

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 strategic oversight, direction and continuous improvement of health, safety and wellbeing outcomes for the department.
Achievements 2020–21	<ul style="list-style-type: none"> • endorsed development and submission of a quarterly risk report from Infrastructure Services Branch to enable ongoing monitoring by the committee of infrastructure related safety risks for electrical safety, contractor management, fire regulation and asbestos management • endorsed the proposed changes to the department's Enterprise Risk 2 (ER2) WHS risk threat indicators including introduction of the Annual Safety Assessment (ASA) completion rate as a new KPI for 2021The ASA is a well-established practice throughout the organisation and a key activity of the department's safety management system • noted the Term 4 communication focus to commence consultation on the draft Staff Mental Health Strategy. The Strategy is a key deliverable for the Teaching Queensland's Future Wellbeing Project and aims to establish a long-term plan to foster positive mental health in schools and workplaces to build a more resilient and connected organisation • endorsed the introduction of a quarterly HSW Committee Communication Pack for schools which will be developed by OSW and distributed by Regional Directors (RDs) through the RD, DDSW committee member to provide consistent and assertive messaging to support school HSW Committee meetings.
Membership	
Deputy Director-General People and corporate Services	
Regional Director, Darling Downs South West	
Assistant Director-General, State School Operations	
Assistant Director-General, Human Resources	
Assistant Director-General, Infrastructure Services	
Executive Director, Business Partnering, Safety and Wellbeing	
Executive Director, Performance and Governance, Early Childhood and Education Improvement	
Director, Governance Strategy and Planning	
Director, Organisational Safety and Wellbeing	
Director Performance and Policy	
Executive Director, Legal and Administrative Law Branch (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 IISC determines the strategic value of each change initiative and investment to support strategy implementation and service delivery.

Achievements 2020–21

- coordinated and managed the ICT Portfolio Plan 2020-21 consisting of fifty-six (56) in-flight initiatives with \$56.3 million invested
- managed and monitored the Business ICT Investment Fund (BIIF) budget of \$25.2 million allocated to support twenty (20) of the fifty-six (56) in-flight initiatives
- decisions followed agreed investment criteria within the new ICT Portfolio Plan 2021-22, listing forty-six (46) ICT-enabled programs and projects to a total value of \$40.4 million
- received presentations on fifteen (15) investment and benefits reviews of initiatives focusing on performance and/or benefits realisation
- improved the reporting of ICT Portfolio Risk and Issues, monitored initiatives with Extreme or High-risk levels, and undertook corrective actions
- improved the reporting of ICT Portfolio Benefits 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
- published significant ICT initiatives on the Queensland Government Digital Projects Dashboard, and undertook a review of the publishing process
- approved Sub-Committee Terms of Reference.
- convened Project Management Community of Practice Network for ICT-enabled initiatives.

Membership

Assistant Director-General, Information and Technologies

Assistant Director-General, Strategy and Performance
Chief Finance Officer and Assistant Director-General, Finance and Assurance Services
Assistant Director-General, Human Resources
Assistant Director-General, State Schools - Operations
Assistant Director-General, Early Learning and Development
Executive Director, Business and Corporate Services, OIR
Executive Director, DE International
Executive Director, Digital Transformation
Executive Director, Governance, Strategy and Planning
Executive Director, Infrastructure Strategy and Planning
Executive Director, Legal Services
Executive Director, Strategic Communication and Engagement
Chief Procurement Officer
Regional Director, North Queensland Region

Child/Student Protection and Safety Committee	
Functions	The committee provides oversight, direction and continuous review and improvement of child/student protection activities across the department to ensure the health, safety and wellbeing of children in early childhood education or the state schooling system.
Achievements 2020–21	<ul style="list-style-type: none"> • endorsed new short and long title and controls of Enterprise Risk 1 (ER1) and expanded the Committee to include members responsible for the areas of child/student safety. Committee name and ToR updated to reflect ER1 changes • published new departmental policy – Child and student protection policy • completed full review of key departmental procedure – Student protection procedure • provided feedback on key documents related to child/student protection and safety including the Internal Audit dashboard and Quarterly Risk Report • reviewed student protection performance and child death review team data, including recommendations arising from child death reviews.
Membership	
Deputy Director-General, State Schools	
Director, Student Protection	
Assistant Director-General, State Schools – Operations	
Executive Director, Student Protection and Wellbeing	

Executive Director, State Schools – Disability and Inclusion
Executive Director, Governance, Projects and Administration
Executive Director, Youth Engagement
Executive Director, School Autonomy and Improvement
Executive Director, Governance, Strategy and Performance
Executive Director, Human Resources
Executive Director, Portfolio Services and External Relations
Executive Director, Early Childhood and Education Improvement
Regional Director, Darling Downs South West Region
A/Executive Principal, Wavell State High School

Information Governance Security Committee	
Functions	<p>The function of the committee is to:</p> <ul style="list-style-type: none"> • 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 2020–21	<ul style="list-style-type: none"> • supported the expansion of the scope for the ISMS • supported DoE IS18 Attestation, Annual Return and new IS18 requirements • supported OIR IS18 Attestation, Annual Return and new IS18 requirements • supported quarterly information security reports • supported information security internal audit report for quarterly review.
Membership	
Deputy Director-General, People and Corporate Services	
Executive Director, Office the Director-General	
Assistant Director-General, State Schools	
Assistant Director- General, Early Childhood and Education Improvement	
Assistant Director-General, Policy Planning and Performance	
Chief Finance Officer and Assistant Director-General, Finance and Assurance Services	
Assistant Director-General, Human Resources	

Assistant Director-General ,Information and Technologies
Assistant Director-General, Infrastructure Services
Executive Director, Office of Industrial Relations
Executive Director, Strategic Communications and Engagement
Executive Director ETS, Information and Technologies Branch
Director, Ministerial and Executive Services
Executive Director, Legal Services
Director, Information and Governance Management, Information and Technologies Branch
Head of Internal Audit, Internal Audit

Continuity and Disaster Management Committee	
Functions	<p>The Continuity and Disaster Management Committee provides oversight to the prevention, preparedness and recovery phases as follows:</p> <p>Prevention and preparedness</p> <ul style="list-style-type: none"> • provide strategic oversight of the implementation and continual improvement of DoE’s disaster and business continuity arrangements including hazard specific plans • provide strategic oversight and direction on the business continuity and disaster management maturity including capacity and capability building • oversee annual prevention and preparedness planning regionally and state-wide to ensure a suitable state of readiness • monitor and guide the Disaster and Emergency Management exercise program across DoE to ensure a consistent level of up-to-date awareness and skills training • monitor modes and channels of communication including school and early years services closures • monitor implementation of recommendations from reviews and the lessons management program to strengthen the maturity of disaster, emergency and business continuity management. <p>Recovery</p> <ul style="list-style-type: none"> • provide ongoing management and oversight of DoE recovery activities • oversee post-event reviews and provide overall guidance and direction to the review team.

Achievements 2020–21	<p>The committee endorsed the following:</p> <ul style="list-style-type: none"> • Annual work plan 2021-22 • Business Continuity procedure for development • Disaster and Emergency Management Procedure for development • Disaster and Emergency Management Learning Development Framework for development • 11 COVID-19 recommendations for closure.
Membership	
Deputy Director – General - Early Childhood and Education Improvement	
Emergency Response Controller, Executive Response Team	
Assistant Director-General – Information and Technologies	
Assistant Director-General – Infrastructure Services (Operations Controller)	
Assistant Director-General – State Schools	
Assistant Director-General – Strategy and Performance	
Assistant Director-General – Early Childhood and Education Improvement	
Regional Director – North Queensland Region	
Executive Director – Office of the Director-General	
Executive Director – Strategic Communications and Engagement	
Director – Disaster, Emergency and School Security	

Infrastructure Investment Board	
Functions	<p>The Infrastructure Investment Board is the governing body for ensuring that: the Infrastructure Investment Program (IIP) meets the department’s strategic and operational requirements; and good governance and due diligence is applied in the formulation of the Investment Program.</p>
Achievements 2020–21	<ul style="list-style-type: none"> • increased focus (and clarity of reporting) on the performance of the IIP from a strategic issues and risk perspective (rather than information sharing) and providing constructive challenge and guidance as required • increased focus on effectiveness of reporting by Infrastructure Services on the status of programs comprising the IIP from an issues and risk management perspective, and monitoring actions arising to increase transparency and accountability • noted more than 15 local area strategic analyses to inform future service and investment need • monitored COVID-19 restrictions and impacts (supply-side and demand-side) across the IIP and noted a transfer of \$447 million

	<p>from FY21 to FY22 in response to a greatly reduced timeframe for planning, consultation and delivery for FY21</p> <ul style="list-style-type: none"> • advised EMB on performance of the IIP each quarter • noted the end-of-month performance of the portfolio and monitored the 4-year rolling IIP • noted the performance (time/cost/quality/risks/issues) of programs of significance across the IIP <ul style="list-style-type: none"> ○ Building Future Schools and Future Schools Program ○ Renewing Our Schools Program ○ ACES and Air-conditioning Program ○ Growth General Learning Spaces Program ○ Workplace Health and Safety Program • aligned the IIP to department and whole-of-government strategic objectives and risks through targeted planning and investments across workplace health and safety operations, processes and governance • increased confidence in performance reporting across priority programs within IIP.
Membership	
Deputy Director-General, Infrastructure Services	
Assistant Director-General, Infrastructure Services	
Assistant Director-General, State Schools – Rural, Remote and International	
Assistant Director-General, Information and Technologies	
Chief Finance Officer and Assistant Director-General, Finance and Assurance	
Assistant Director-General, Early Learning and Development	
External Membership	
Deputy Director-General, Building Policy and Asset Management, Department of Housing and Public Works	
Executive Director Infrastructure and Economic Resilience, Department of State Development, Infrastructure, Local Government and Planning	
Director, Economic Policy, Department of the Premier and Cabinet	
Executive General Manager, Policy and Performance, Queensland Treasury	

Office of Industrial Relations - Board of Management Committee	
Functions	The Board of Management (BOM) is the main decision-making body in OIR. BOM considers strategic issues and risks and has overall responsibility for management of the business in supporting the Director-General in discharging his responsibilities as the accountable officer.
Achievements 2020–21	<ul style="list-style-type: none"> • agreed on whole of organisational messaging for progress of outcomes of 2019 and 2020 Working for Queensland Survey • approved staffing programs – OIR Staff thanks and recognition, OIR Positive Performance Management Framework, OIR People Strategy, OIR Values and Behaviours Guide • approved the COVID-19 response implementation plan • approved Records365 as the mandated enterprise Records Management System (RMS) technology product, which aligns with Governments Advancing Queensland’s Priorities, OIRs Operational Plan objectives and Best Practice Review (BPR) of Workplace Health and Safety Queensland (WHSQ) recommendations • approved formal adoption of the Department of Education Enterprise Risk Management Framework including the DoE Enterprise Risk Appetite Statement for OIR • approved the refresh of existing operational plan with COVID-19 pandemic response learnings • endorsed the new OIR Criminal History Check Procedure • approved all desktops to be converted to laptops where business appropriate as part of the ICTS Asset Replacement Program, to support continued responsive services under the Strategic and Operational plans and current pandemic climate • approved the implementation and use of the High-Risk Work Licensing Compliance and Enforcement Policy • reviewed the Health Safety Wellbeing (HSW) Committee update, the monthly HSW performance results and the report on 2020 work related HSW incidents to identify trends and inform potential corrective actions • reviewed updates on progress Queensland is making towards the national work health and safety strategy targets 2021-2022 which informs work against the Strategic and Operational plans.
OIR Membership	
Deputy Director-General	

Executive Officer, Office of the Deputy Director-General
Executive Director - Business and Corporate Services
Executive Director - WHS Engagement and Policy Services
Executive Director - Specialised Health and Safety Services
Executive Director - Industrial Relations
Executive Director - Workers' Compensation Policy and Services
Executive Director - WHS Compliance and Field Services
Executive Director - Electrical Safety Office
Director - Finance, Facilities and Procurement
Director - Business Innovation and Planning Unit

Office of Industrial Relations - Health, Safety and Wellbeing Committee	
Functions	The Health, Safety and Wellbeing Committee (HSWC) is the principal means for OIR management and OIR workers to meet regularly to facilitate a coordinated and strategic response to key HSW matters. The HSWC is primarily involved in matters that affect the organisation (OIR) and OIR employees.
Achievements 2020–21	<ul style="list-style-type: none"> • committee established and consolidated with good representation from employees and employer • significant improvement in incident reporting and awareness of HSW issues throughout OIR • quicker resolution of identified safety issues through management commitment at the HSWC meetings.
OIR Membership	
Executive Director – Business and Corporate Services	
Program Manager – Health and Wellbeing	
Executive Director – WHS and Compliance Field Services	
Executive Director – Workers' Compensation Regulatory Services	
Director – Organisational Culture	
Director – Finance, Facilities and Procurement	
Director – HRW and Licensing Services	
Regional Support Officer	
Senior Inspector (Industrial)	
Senior Registry Officer	
Investigations Manager	
Senior Inspector	
Senior Advisor (IPAM)	
Senior Inspector (Construction)	

Team Leader (Licensing and Advisory Services)
Senior Inspector (Construction)
Senior Inspector (Industrial)

Office of Industrial Relations - Organisational Response Governance Group	
Functions	<p>The Organisational Response Governance Group (ORGG) oversees OIR strategic responses to fatality notifications (including electrocutions), and in particular will:</p> <ul style="list-style-type: none"> • 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 • inform the Organisational Response Report before submission to the WHS and Electrical Safety Board meetings • monitor and coordinate relevant research where necessary and advise accordingly whether existing organisational strategies and responses are meeting OIR's functions under the safety acts in the context of fatality notifications, investigation outcomes and coronial input.
Achievements 2020–21	<ul style="list-style-type: none"> • reviewed and considered whether further organisational response was required in 68 finalised fatality investigations. During the year ORGG also agreed to a new standing item to give ORGG visibility of those fatalities triaged as no further action without a comprehensive investigation or fatality enquiry report being prepared • monitored the ongoing OIR response in six matters in which coronial recommendations were carried over from 2019-20.
OIR 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	
Executive Director – Electrical Safety Office	
Director – Work and Electrical Safety Policy	
Director – Coronial and Enforceable Undertakings	
Director – Statewide Investigations	
Director – Industry Strategy and Programs	