Appendix D – Governance Committees

Supporting services performance

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 capacity as Budget Committee) | | |
|--|---|--|
| Functions | 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. 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 2021–22 | EMB Led the development and delivery of the department's Strategic Plan 2021–25, major strategic priorities, and Government 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 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 FTEs | |

| | Budget Committee |
|-------------------|---|
| | • 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 |
| | Led the department's response to the Queensland Government Savings |
| | and Debt Plan |
| | Membership |
| Committee role | Position |
| Chair | Director-General |
| Secretariat | Executive Director, Office of the Director-General |
| Member | Deputy Director-General, State Schools |
| Member | Deputy Director-General, Early Childhood and Education Improvement |
| Member | Deputy Director-General, Policy, Performance and Planning |
| Member | Deputy Director-General, Infrastructure Services |
| Member | Deputy Director-General, People and Corporate Services |
| Member | Chief Finance Officer and Assistant Director-General, Finance and Assurance Services |
| Member | Deputy Director-General, Office of Industrial Relations |
| Member | Regional Director, State Schools ¹ |

Note:

1. Regional representation is rotated on an annual basis. As at 30 June 2022, the Regional Director, North Coast Region was the representative.

| | lanagement Committee | | |
|----------------------------------|---|------------------------------------|------------------------|
| Functions | The Audit and Risk Management Committee (ARMC) provides independent | | |
| | audit and risk managemen | nt advice to the Director-C | General, as a |
| | requirement under sectior | n 35 of the <i>Financial and I</i> | Performance |
| | Management Standard 20 | 919 (Qld). | |
| Achievements | Reviewed and endorsed the department's financial statements for | | |
| 2021–22 | 2020–2021 | | |
| | Noted the Chief Finan | ce Officer Statement of A | ssurance for 2020–2021 |
| | Endorsed the Mid-Yea | ar Review of the 6+6 Mon | th Audit Plan 2021–22 |
| | in March 2022 | | |
| | Endorsed the 6+6 Mor | nth Audit Plan for 2022–2 | 3 in June 2022 |
| | Monitored Internal Au | dit's key performance indi | icators and measures |
| | Reviewed and maintai | ined oversight of key risks | s to the department |
| | including the major ref | form work within the Infra | structure Services |
| | Division | | |
| | Monitored progress of Information Security Management System | | |
| | attestation from 2021 | to 2022 for OIR and Educ | cation |
| Current Members | ship | % of scheduled | Membership |
| | | meetings attended | duration |
| Deputy Director-G | eneral, State Schools | 100% | 12 months |
| External Chair – F | lelen Moore | 100% | 12 months |
| External Member – John Catford | | 83% | 12 months |
| External Member – Marie Kavanagh | | 67% | 12 months |
| Remuneration | Remuneration | | usive) |
| External Chair – Helen Moore | | \$12,000 | |
| External Member – John Catford | | \$8,000 | |
| External Member – Marie Kavanagh | | \$8,000 | |

| | Corruption Committee | |
|--|---|--|
| Functions | To promote a culture of integrity and champion, oversee and monitor | |
| | the department's fraud and corruption control strategies and | |
| | mechanisms. The IFCC is an ongoing committee. | |
| Achievements | Development and Implementation of a Long-Term Integrity Plan | |
| 2021–22 | Significant stakeholder consultation and internal and external | |
| | communications highlighting the importance of Integrity | |
| | Capability development sessions targeted to Integrity Topics | |
| | delivered across the department through 2021–22 year | |
| | Reviewed the effectiveness of the department's monitoring of and | |
| | compliance with best practice fraud and corruption control | |
| | guidelines | |
| | Considered fraud and corruption assessments and control reports, | |
| | and assessed the adequacy of the departmental response | |
| | Developed the department's long-term Integrity Plan | |
| | Membership | |
| Committee role | Position | |
| Chair | Deputy Director-General, People and Corporate Services ¹ | |
| Secretariat / Member | Director, Integrity | |
| Member | Assistant Director-General, Human Resources | |
| | Chief Financial Officer and Assistant Director-General, Finance and Assurance Services | |
| Member | | |
| Member Member | | |
| | Assurance Services | |
| Member | Assurance Services Assistant Director-General, Strategy and Performance | |
| Member Member | Assurance Services Assistant Director-General, Strategy and Performance Assistant Director-General, Performance – State Schools | |
| Member Member Member | Assurance Services Assistant Director-General, Strategy and Performance Assistant Director-General, Performance – State Schools Regional Director, State Schools ² | |
| Member Member Member Member | Assurance Services Assistant Director-General, Strategy and Performance Assistant Director-General, Performance – State Schools Regional Director, State Schools ² Executive Director, Integrity and Employee Relations | |
| Member Member Member Member Member | Assurance Services Assistant Director-General, Strategy and Performance Assistant Director-General, Performance – State Schools Regional Director, State Schools ² Executive Director, Integrity and Employee Relations Executive Director, Safety and Integrity | |
| Member Member Member Member Member Member | Assurance Services Assistant Director-General, Strategy and Performance Assistant Director-General, Performance – State Schools Regional Director, State Schools ² Executive Director, Integrity and Employee Relations Executive Director, Safety and Integrity Executive Director, Procurement Services/Chief Procurement Officer | |
| Member Member Member Member Member Member | Assurance Services Assistant Director-General, Strategy and Performance Assistant Director-General, Performance – State Schools Regional Director, State Schools ² Executive Director, Integrity and Employee Relations Executive Director, Safety and Integrity Executive Director, Procurement Services/Chief Procurement Officer Principal, Kirwan State High School, State Schools | |

Notes:

1. Position established on 31 May 2021; previously Deputy Director-General, People and Executive Services.

2. The Regional Director North Coast Region attended their first meeting in this representative role on 27 July 2021.

| Health, Safety a | and Wellbeing Committee | |
|----------------------|--|--|
| Functions | To lead continuous improvement strategies for health, safety and wellbeing | |
| | and provide assurance to the Executive Management Board | |
| Achievements | Ongoing management and review of risks relating to Workplace Health and | |
| 2021–22 | Safety | |
| | Endorsement and monitoring of WH&S priority risks | |
| | Review of the Staff Mental Health Strategy | |
| | Endorsement of the 2022 Safety Communication Strategy which included | |
| | focus areas: occupational violence and aggression, asbestos, curriculum | |
| | activity risk assessments, safe work month and Mental Health Week | |
| | Endorsed a review of the school alert procedure and processes | |
| | Ongoing oversight of data including infrastructure safety dashboard, school | |
| | alerts data, and reporting of workplace incidents | |
| | Membership | |
| Committee role | Position | |
| Chair | Deputy Director General, People and Corporate Services | |
| Secretariat | Director, Organisational Safety & Wellbeing | |
| Member | Deputy Director-General, Infrastructure Services | |
| Member | Deputy Director-General, State Schools | |
| Member | Assistant Director General, Human Resources | |
| Member | Regional Director, Far North Queensland Region, State Schools | |
| Member | Assistant Director-General, Strategy and Performance | |
| Member | Assistant Director-General, Infrastructure Services | |
| Member | Assistant Director General, State School Operations | |
| Member | Chief Finance Officer / Assistant Director-General, Finance and Assurance Services | |
| Member | Executive Director, Safety and Integrity | |
| Member | Executive Director, Infrastructure Operations | |
| Member | Principal, Western Suburbs Special School, State Schools | |
| Member (External) | President, School Business Managers Association Queensland (SBMAQ) | |
| Observer | Executive Director, Legal and Administrative Law Branch | |
| Observer | Head of Internal Audit | |

| Innovation and | Information Steering Committee | |
|--|--|--|
| Innovation and Functions Achievements 2021–22 | Information Steering Committee 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. Agreed investment criteria for the composition of the ICT Portfolio Plan 2021–22, listing 69 ICT-enabled programs and projects to a total value of \$48.8 million Oversight and guidance for the ICT Portfolio Plan 2021–22, over a 12-month period, which consisted of 76 initiatives Managed and monitored the Business ICT Investment Fund (BIIF) budget of \$28 million allocated to support 18 initiatives Improved the reporting of ICT Portfolio Risk, Issues and Benefits, monitored initiatives with Extreme or High-Risk Levels, and undertook | |
| | corrective actions Financial management monitoring, reporting, re-investments and phased funding release of initiatives | |
| | Membership | |
| Committee role | Position | |
| Chair | Assistant Director-General, Information and Technologies | |
| Deputy Chair | Assistant Director-General, Strategy and Performance | |
| Secretariat | Director, Portfolio and Architecture | |
| Member | Assistant Director-General, Early Learning and Development | |
| Member | Chief Financial Officer and Assistant Director-General, Finance and Assurance Services | |
| Member | Assistant Director-General, Human Resources | |
| Member | Assistant Director-General, State Schools – Operations | |
| Member | Executive Director, Business and Corporate Services, OIR | |
| Member | Executive Director, DE International | |
| Member | Executive Director, Digital Transformation | |
| Member | Executive Director, Governance, Strategy and Planning | |
| Member | Executive Director, Infrastructure Strategy and Planning | |
| Member | Executive Director, Legal Services | |

| Member | Executive Director, Strategic Communication and Engagement |
|------------------------|---|
| Member | Chief Procurement Officer |
| Member | Regional Director, State Schools ¹ |
| Observer | Head of Internal Audit |
| Observer | Executive Director, Customer Engagement |
| Observer | Executive Director, Digital Solution |
| Observer | Executive Director, Enterprise Technology Solution |
| Observer | Director, Governance, Risk and Compliance |
| Observer | Director, Information Communication & Technology Services |
| Observer | Principal Program Officer, HIVE PMO, OIR |
| Observer (External) | General Manager, Queensland Shared Services, Queensland Government Customer and Digital Group |
| Mataa | |

Notes:

1. The Regional Director, North Queensland Region was a member for 6 months during 2021-22.

| Child/Student F | Protection and Safety Committee | |
|-------------------|--|--|
| Functions | To provide oversight, direction and continuous review and improvement of | |
| | child/student protection and safety activities across the department to ensure | |
| | the health, safety and wellbeing of children in the state schooling system. | |
| Achievements | Analysis of common School Audit findings undertaken to determine actions | |
| 2021–22 | to build school staff capability and understanding of high-risk areas | |
| | Implementation of process to share key learnings and themes from Child | |
| | Death and Serious Injury reviews with Regional Directors to ensure | |
| | system-wide learnings and practice improvement | |
| | Review of Student Protection performance measures to ensure most | |
| | appropriate indicators are being utilised | |
| | Membership | |
| Committee role | Position | |
| Chair | Deputy Director-General, State Schools | |
| Secretariat | Director, Student Protection | |
| Member | Assistant Director-General, State Schools Operations | |
| Member | Executive Director, Student Protection, School Administration and Governance | |
| Member | Executive Director, Disability and Inclusion | |
| Member | Executive Director, Youth Engagement, Behaviour and Youth Justice | |
| Member | Executive Director, School Autonomy and Improvement | |
| Member | Executive Director, Safety and Integrity | |
| Member | Executive Director, Early Childhood and Education Improvement | |
| Member | Executive Director, Governance, Strategy and Planning | |
| Member | Executive Director, Portfolio Services and External Relations | |
| Member | Executive Director, Digital Solutions | |
| Member | Regional Director, Darling Downs Southwest Region, State Schools | |
| Member | A/Executive Principal, Wavell State High School State Schools | |
| Observer | Head of Internal Audit | |
| Observer | Executive Director, Legal Services | |

| Information Se | ecurity Governance Committee |
|-------------------|---|
| Functions | The function of the 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 | Review and monitor information security controls, to meet the mandatory |
| 2021-22 | Information Security Policy (IS18:2018) |
| | Development and approval of the Access Controls Standard, an |
| | information security control for the risks of access to information |
| | Development and approval of the Security and Availability Monitoring |
| | Standard, which sets out the minimum requirements for logging and |
| | established a single business unit (Information Security Services) as the |
| | department's centralised information security monitoring team |
| | Approval of the Security Incident Management Standard, which outlines |
| | the roles and responsibilities for information security incident response |
| | • Approval of the Encryption Standard, ensuring compliance with IS18:2018 |
| | policy requirement 3, which requires that departments have a Data |
| | Encryption Standard (DES) |
| | • Establishment of a working group to define 'vulnerable persons', as part of |
| | an audit that the department had a higher duty of care to ensure |
| | 'vulnerable persons' are not at risk - the definition has been adopted by the |
| | department |
| | Development and finalisation of Information Security Incidents reporting to |
| | the Queensland Government Cyber Security Unit, which achieved full (100 |
| | per cent) compliance with the IS18:2018 – Information Security Incident |
| | Reporting Standard |
| | Membership |
| Committee role | Position |
| Chair | Deputy Director-General People and Corporate Services |
| Secretariat | Director, Information Security Services, Information and Technologies |

| Member | Assistant Director-General, Information & Technologies |
|----------|---|
| Member | Assistant Director-General, State Schools - Operations |
| Member | Assistant Director-General, Early Childhood and Education Improvement |
| Member | Assistant Director-General, Policy, Performance and Planning |
| Member | Assistant Director-General, Human Resources |
| Member | Assistant Director-General, Infrastructure Services |
| Member | Chief Financial Officer and Assistant Director-General, Finance and Assurance Services |
| Member | Executive Director, Office of the Director-General |
| Member | Executive Director, Office of Industrial Relations |
| Member | Executive Director ETS and Chief Information Security Officer, Information and Technologies |
| Member | Executive Director, Strategic Communication and Engagement |
| Member | Director, Ministerial and Executive Services |
| Observer | Head of Internal Audit |
| Observer | Executive Director, Legal Services |
| Observer | Director, Information and Governance Management, Information and Technologies |

| Functions | The Infrastructure Investment Board (IIB) provides strategic oversight of the |
|----------------------|--|
| | |
| | planning, management and delivery of educational infrastructure and |
| | investment for Queensland state schools and early childhood services through |
| | the Infrastructure Investment Portfolio (IIP). |
| Achievements 2021–22 | Provided high level oversight of the \$1.66b Infrastructure Investment |
| | Portfolio (IIP), including four year rolling program and reprofiling of budget |
| | allocations |
| | Advised Executive Management Board on the performance of the IIP each |
| | month |
| | Monitored COVID-19 restrictions and impacts (supply-side and demand- |
| | side) across the IIP |
| | Monitored the performance of IIP categories and key programs, including: |
| | - Advancing Clean Energy Schools Program |
| | - Air Conditioning Program |
| | - Building Future Schools Program |
| | - Education Future Skills Pathway Program |
| | - Future New Schools |
| | - Growth General Learning Spaces Program |
| | - Local Area Strategic Analyses |
| | - Renewing Our Schools Program |
| | - School Halls Program |
| | - Workplace Health and Safety Program |
| | Noted eight Local Area Strategic Analyses to inform new school planning |
| | Noted eleven Summaries of Detailed Business Cases to confirm the |
| | service needs for new schools in 2024-26 |
| | Various Presentations, Deep Dives and Cross Jurisdictional Insights were |
| | requested and considered: |
| | - Infrastructure Management Framework Update |
| | - IIP PowerBI Dashboard Presentation |
| | - New School Site Selection Presentation |
| | - Public Private Partnerships Overview |
| | - Current Market Conditions and Impacts on IIP performance (DEPW, |
| | Deloitte, Rider Levett Bucknall) |
| | - ISD People Strategy Update |
| | - Prioritisation and Planning Approach Update |
| | - Market Capacity Constraints Presentation |

| | 10-Year Education Infrastructure Strategy Development Presentation (Deloitte) |
|----------------------|---|
| | - Site Selection Process Update |
| | - Asset Lifecycle Condition Assessment Update |
| | • Established, from November 2021, a quarterly Government Commitments |
| | Working Group and Report to provide oversight of the performance and |
| | delivery of government commitments and increase focus on aligning |
| | investment outcomes |
| | Endorsed and monitored the Infrastructure Governance and Financial |
| | Forensic Review (IGFFR) Action Plan and Implementation Dashboard |
| | through to 100% completion of all action items |
| | Membership |
| Committee role | Position |
| Chair (External) | Executive Director, Infrastructure ad Regional Strategy, Department of State Development, Infrastructure, Local Government and Planning |
| Deputy Chair | Deputy Director-General, Infrastructure Services |
| Secretariat | Portfolio Management Office, Infrastructure Services |
| Member (External) | Deputy Director-General, Building Policy and Asset Management, Department of Energy and Public Works |
| Member (External) | Deputy Under Treasurer, Queensland Treasury |
| Member (External) | Executive Director, Economic Policy, Department of the Premier and Cabinet |
| Member | Assistant Director-General, Infrastructure Services |
| Member | Assistant Director-General, Early Learning and Development |
| Member | Assistant Director-General, Rural, Remote and International |
| Member | Chief Financial Officer and Assistant Director-General, Financial and Assurance Services |
| Observer | Executive Director, Infrastructure Programs and Delivery, Infrastructure Services |
| Observer | Executive Director, Infrastructure Strategy and Planning, Infrastructure Services |
| Observer | Executive Director, Infrastructure Operations, Infrastructure Services |
| | |

| rial Relations – Board of Management |
|--|
| The Board of Management (BOM) is the peak decision-making body in the Office of Industrial Relations (OIR). BOM considers strategic issues, risks, and has overall responsibility for management of the business in supporting the Director-General in discharging their responsibilities and delegations as the |
| accountable officer. |
| Endorsed the OIR Document Management System (DMS) Project Board business option recommendation to allow the plan phase to commence Endorsed the draft OIR People Strategy Delivery Plan 2021 Endorsed the OIR Governance Framework Endorsed the OIR Stakeholder Engagement Framework Supported OIR Health Safety and Wellbeing Targets Supported the OIR Customer Satisfaction Survey in 2023 Supported quarterly Health and Safety Wellbeing reports Supported the OIR Human Resources Policy Review Project Overview and Schedule Approved additional funding for the State-wide Investigations Solution (SWIS) Project Approved the OIR HR Case Management Framework and creation of HR lead webinars for staff on the Framework Approved the implementation of the People at Work survey for all OIR staff Approved Executive Champions for culture, inclusion and engagement initiatives that most closely align to OIP's values |
| initiatives that most closely align to OIR's values |
| Membership Position |
| Deputy Director-General, OIR |
| Executive Officer, Office of the Deputy Director-General, OIR |
| Executive Director - Business and Corporate Services, OIR |
| Executive Director - WHS Engagement and Policy Services, OIR |
| Executive Director - Specialised Health and Safety Services, OIR |
| Executive Director - Industrial Relations, OIR |
| Executive Director - Workers' Compensation Policy and Services, OIR |
| Executive Director - WHS Compliance and Field Services, OIR |
| Executive Director - Electrical Safety Office, OIR |
| Director - Finance, Facilities and Procurement, OIR |
| |

| Member Director - Business Innovation and Planning Unit, OIR |
|--|
|--|

| Office of Indust | trial Relations – Health, Safety and Wellbeing Committee | |
|--|--|--|
| Functions | The Health, Safety and Wellbeing Committee (HSWC) is the principal means for OIR management and Office of Industrial Relations (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 2021–22 | Strong continuation of committee membership and attendance, from both management and employee representatives Increased health and safety representation on the committee Greater engagement from senior leadership to resolve health, safety and wellbeing issues raised with the committee Greater oversight of health, safety and wellbeing performance by the committee, including identifying key risk areas impacting the psychological health of OIR Staff Support of the OIR health, safety and wellbeing management system review and re-design project, including commitment to being a key consultation mechanism for all staff | |
| Committee Sector | | |
| role | Position | |
| Chair | Executive Director, Business and Corporate Services, OIR | |
| Secretariat | Program Manager, Health and Wellbeing, OIR | |
| Member | Executive Director, WHS and Compliance Field Services, OIR | |
| Member | Executive Director, Workers' Compensation Regulatory Services, OIR | |
| Member | Director, OIR | |
| Member | Director, OIR | |
| Member | Regional Support Officer, OIR | |
| Member | Senior Advisor, OIR | |
| Member | Senior Inspector, Industrial, OIR | |
| Member | Senior Advisor, OIR | |
| Member | Senior Inspector, OIR | |
| Member | Senior Inspector OIR | |
| Member | Client Services Officer, OIR | |
| Member | Client Services Officer, OIR | |

| Office of Indust | trial Relations – Organisational Response Governance Group |
|------------------------|--|
| Functions | The Organisational Response Governance Group (ORGG) oversees OIR |
| | strategic responses to fatality notifications (including electrocutions), and in |
| | particular will: |
| | 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 2021–22 • | Reviewed and considered whether further organisational response was |
| | required in 94 finalised fatality investigations |
| | In 2021–22 Ministerial approval was given to recommence the work |
| | package in relation to the 8 outstanding recommendations directed to the |
| | Queensland Government from the August 2015 inquest, into nine deaths |
| | caused by quad bike incidents. ORGG recommenced monitoring the |
| | response in these matters and also considered the 2021 report on the |
| | quad bike safety campaign that commenced in 2016. |
| | Monitored the response in 8 other matters in which coronial |
| | recommendations were directed to OIR. Six matters were carried over from |
| | 2019–20: Dreamworld (Araghi, Dorsett, Goodchild and Low), Farrell, Ross, |
| | Kennedy, Thwaites and Leonardi. The 2 new matters with coronial |
| | recommendations referred to ORGG during the year related to the deaths |
| | of Johan Ofner and Christopher Powell. |
| | • With respect to the Farrell and Thwaites recommendations ORGG noted |
| | that OIR continues to monitor the recovery of the dive and snorkelling |
| | industry from the impacts of the COVID-19 pandemic to determine the |
| | appropriate time for the introduction of the updated Recreational Diving, |
| | Recreational Technical Diving and Snorkelling Code of Practice (code of |

| y of the wards | | | |
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| owards | | | |
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| <i>l</i> lay 2022. | | | |
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| Membership | | | |
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