

# Corporate support functions

## Corporate Governance Group (CGG)

The CGG meets monthly and exists to assist the Director-General in discharging his accountabilities to achieve the department’s objectives.

Chaired by the Director-General, CGG also includes the following members:

- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary, Cabinet Services
- Deputy Director-General, Arts Queensland
- Parliamentary Counsel

The role of the CGG is to:

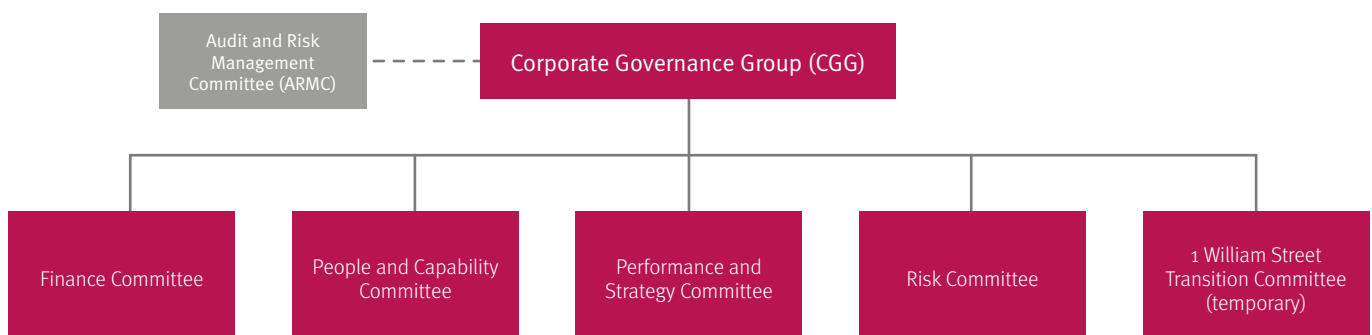
- support the Director-General in decision making and advising on matters of strategic importance
- identify and report on emerging governance issues and major activities
- provide assurance on the effectiveness of governance arrangements
- review and approve corporate policies and processes
- act as a forum for strategic information sharing

- embed risk management activities and manage risk mitigation strategies
- consider impacts of whole-of-government initiatives on the department’s activities
- act as the department’s crisis management group and meet during a disruption to oversee the department’s internal and whole-of-government responsibilities.

To manage the department’s key duties and responsibilities, sub-committees, chaired by CGG members, support the function of the CGG.

To enhance the corporate governance arrangements a new committee structure was approved in February 2016. Two new sub-committees—People and Capability, and Performance and Strategy—were created to complement the existing Finance and Risk Committees. A temporary sub-committee to oversee the move to 1 William Street was also created.

These sub-committees provide regular updates to CGG on progress of their respective key focus areas.



## Finance Committee

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The Finance Committee meets quarterly and provides reports to the CGG. The committee met six times during 2015–16.

### Role

The role of the Finance Committee is to:

- guide the annual budget processes
- monitor and report on DPC's financial performance against priorities and approved budgets
- formulate strategies for improving DPC's financial position including implications of whole-of-government financial policy developments
- provide executive-level oversight of strategic procurement issues in accordance with departmental priorities
- consider strategic operational financial risk for DPC and develop appropriate mitigation.

## Performance and Strategy Committee

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The Performance and Strategy Committee meets quarterly and provides reports to the CGG. It was newly formed in February 2016 and met once during 2015–16.

### Role

The role of the Performance and Strategy Committee is to ensure DPC's statutory obligations in relation to organisational performance management are met by providing oversight of:

- key strategy and planning decisions
- the measuring and monitoring of DPC results
- DPC's public reporting requirements
- emerging risks and risk mitigation strategies relating to performance matters.

## People and Capability Committee

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The People and Capability Committee meets quarterly and provides reports to the CGG. It was newly formed in February 2016 and met twice during 2015–16.

### Role

The role of the People and Capability Committee is to:

- embed a workforce culture that upholds the Queensland Public Service values and commits to the highest standards of ethical behaviour
- enhance leadership capability in order to drive higher levels of organisational performance, culture and engagement
- optimise workforce capability and capacity.

## Risk Committee

The Risk Committee meets quarterly and provides reports to the CGG. The committee met four times during 2015–16.

### Role

The role of the Risk Committee is to:

- advocate and implement DPC's risk management framework
- endorse DPC's risk appetite and review its ongoing application
- monitor the department's risk profile and exposure to significant risks
- oversee the department's ICT risks
- monitor security policies and practices
- review and assess significant emerging risk areas
- act as a forum for the discussion of significant operational risk issues.

## 1 William Street Transition Committee

The 1 William Street Transition Committee is temporary and meets monthly and provides reports to the CGG. The committee met seven times during 2015–16.

### Role

The role of the 1 William Street Transition Committee is to:

- monitor the delivery of transition projects and guide the transition team regarding business requirements and management of issues
- escalate major issues to CGG for resolution
- champion the transition within respective divisions through a coordinated program of training, communication and genuine leadership
- understand how and where risks threaten program objectives and identify risk impacts.

## Audit and Risk Management Committee (ARMC)

The department's Audit and Risk Management Committee (ARMC) was established by the Director-General, the accountable officer for the department, as required by section 35(1) of the *Financial Performance Management Standard 2009*. As required by section 35(2) of the standard, terms of reference outline the role of the committee.

During 2015–16, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines, issued in 2012.

### Meetings

In accordance with its terms of reference the ARMC met four times during 2015–16.

### Role and responsibilities

The role of the ARMC is to provide independent assurance and assistance to the Director-General on the risk, control and compliance frameworks and the department's external accountability responsibilities.

The ARMC's responsibilities include overseeing the:

- annual financial statements, ensuring appropriateness of accounting policies and management assumptions
- internal audit plan and audit findings
- external audit reports
- Risk Management Framework
- performance, monitoring and reporting activities.

The ARMC also serves the Commission Chief Executive, Public Service Commission.

### Membership

The ARMC comprises:

Name	Committee Role	Position	Portion of the year as a member
Jenny Parker	Chair	Independent	July 2015 – June 2016
Neil Jackson	Member	Independent	July 2015 – June 2016
Bronwyn Morris	Member	Independent	February 2016 – June 2016
Peter McKay	Member	Deputy Commissioner, Public Service Commission	July 2015 – June 2016
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services	February 2016 – June 2016
Pat Vidgen	Member	Chief Operating Officer	July 2015 – December 2015
Dave Stewart	Attendee	Director-General	July 2015 – June 2016
Robert Setter	Attendee	Acting Commission Chief Executive, Public Service Commission	July 2015 – June 2016

The General Manager, Corporate Services, the Chief Finance Officer, and the Director, Internal Audit and Risk, have standing invitations to attend all committee meetings.

### Remuneration

As the chair of the committee, Jenny Parker is entitled to be paid \$220 (excluding GST) per hour, capped at six hours per meeting to prepare for and attend meetings. The Chair attended all four meetings held during 2015–16 and received \$5500 (including GST) for this period.

As an independent member of the committee, Neil Jackson is entitled to be paid \$210 per hour (excluding GST) capped at six hours per meeting to prepare for and attend meetings. The independent member attended all four of the meetings held during 2015–16 and received \$6542 (including GST) in remuneration.

As an independent member of the committee, Bronwyn Morris is entitled to \$210 per hour (excluding GST) capped at six hours per meeting to prepare for and attend meetings. This member was appointed half way through the financial year and attended two of the four meetings held during 2015–16 and is entitled to receive \$2520 (excluding GST).

### Key achievements for 2015–16

- Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program, which included 12 reviews across the department.
- Monitored progress of the implementation status of internal audit recommendations.
- Received and considered external audit reports and monitored the implementation status of agreed actions against recommendations made (refer to external scrutiny for further information).
- Approved the financial statements for 2014–15 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities.
- Participated in the selection of the new internal audit provider.

## Risk management

In accordance with the *Financial Accountability Act 2009*, the Director-General, DPC has established appropriate systems of internal control and risk management. This has been achieved through the maintenance of a risk management framework and oversight by the ARMC.

DPC's risk management framework aligns with the Australian Standard AS/NZ ISO 31000:2009 on risk management principles and guidelines and includes appropriate governance arrangements and risk reporting and analysis.

DPC is committed to a philosophy and culture that ensures risk management is an integral part of all activities. This minimises vulnerability to internal and external events and influences that could impact on the achievement of its objectives and strategic priorities. The department recognises that innovation may attract risk and encourages the appropriate management of potential benefits versus risk.

To support the achievement of strategic objectives, risk management continues to be embedded throughout the department through proactive executive involvement and assessment and treatment of risk, including fraud and corruption risks.

For 2015–16, DPC's strategic plan identified five overarching strategic risks. DPC's divisions are responsible for identifying and managing operational risks.

ARMC oversees the department's risk management system and it is a standing agenda item at their quarterly meetings. The DPC Risk Committee that reports to the Corporate Governance Group, refers matters to the ARMC for consideration.

## Internal audit

During 2015–16 the internal audit service was managed by the department's Director of Internal Audit and Risk with delivery of the program being outsourced to a third-party provider. Effective from 1 January 2016, the internal audit contract transferred from Deloitte Touche Tohmatsu to KPMG.

Internal audit provides independent assurance and advice to the Director-General, senior management and the Audit and Risk Management Committee (ARMC). It enhances the department's corporate governance environment through an objective, systematic approach to evaluating the effectiveness and efficiency of processes, internal controls and risk management practices. This is in accordance with the role detailed in the *Financial Accountability Act 2009*.

The internal audit function operates in accordance with an approved Internal Audit Charter that incorporates professional standards and the Queensland Treasury Audit Committee Guidelines. The function is independent of the activities it reviews, of management and of the Queensland Audit Office (QAO).

The internal audit function is continually monitored to ensure it operates effectively, efficiently and economically.

### Key achievements for 2015–16

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the ARMC for approval.
- Executed the internal audit plan that included the completion of the following audits:
  - records management
  - ministerial services
  - Arts Queensland strategic asset management and contract management
  - sponsorships
  - 1 William Street project review
  - program governance processes
  - training and development
  - gifts and benefits reporting
  - CAA – disaster recovery strategy and IT project implementation review.
- Provided reports on results of internal audits and assurance reviews undertaken to the ARMC and the Director-General.
- Monitored and reported on status of implementation of internal audit recommendations to the ARMC.
- Supported management by providing advice on corporate governance and related issues including fraud and corruption prevention programs and risk management.

## External scrutiny

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External audits and reviews add value to the public sector through recommendations that improve business operations. In 2015–16, the following reports were published by the Queensland Audit Office that were relevant to DPC:

### Report 1: 2015–16 Results of audit: Internal control systems 2014–15

This report summarised the results of evaluation of the financial control systems and select internal controls that operated within 21 government departments during the 2014–15 financial year. The report included better practice guides to assist with self-assessment of disaster recovery planning and internal financial management reporting.

### Report 13: 2015–16 Cloud Computing

This audit examined how well departments were adopting the Queensland cloud computing strategy in modernising ICT assets and services to deliver value while managing risk.

DPC is implementing the recommendations relating to disaster recovery planning and cloud computing, and progress is monitored at each ARMC meeting.

## Information systems

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The department purchases transactional processing services from Queensland Shared Services and uses the whole-of-government SAP and Aurion systems for finance and human resource management services respectively.

DPC uses HP Records Manager (HPRM) for its eDRMS functionality. This system provides secure, effective and efficient management of corporate records and is also used for workflow of ministerial and executive correspondence. A customised version of HPRM is used for the purpose of managing proposed Cabinet submissions. This business system has enhanced information security and business functionality.

### Key achievements for 2015–16

- Managed the rollout of a program that supports a mobile and flexible workforce as the department transitions into 1 William Street.
- Performed 1 William Street IT-readiness tests by participating in rigorous proof of concept, proof of service and user acceptance testing phases at both the Neville Bonner and 1 William Street building sites.
- Transitioned to desktop-as-a-service (DAAS) environment for Apple users, reducing support overheads and allowing greater stability of access to corporate systems.
- Updated the Information Security Policy and implemented an Information Security Awareness Training program across the department.

## Records management

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DPC continues its commitment to quality records management with the provision of policies, processes and systems to support decision making and accountability.

### Key achievements for 2015–16

- A significant proportion of the department's physical records were transferred to either the Queensland State Archives or secure offsite storage facilities.
- A digitisation disposal policy in support of a 'paperlite' culture was implemented.

### Future directions for 2016–17

- Upgrade the eDRMS systems that manage Cabinet submissions and departmental administrative records.
- Support a 'paperlite' culture.

## Open data

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The following will be published on the open data website at [www.qld.gov.au/data](http://www.qld.gov.au/data):

- consultancies
- language services
- overseas travel.

# Our leaders

## **Dave Stewart** **Director-General**

Dave was appointed Director-General of the Department of the Premier and Cabinet (DPC) in February 2015. Prior to this role, he was the Secretary for Transport for New South Wales (NSW), where he led around 27,000 people in shaping, planning, policy and delivery of public transport, roads and freight across NSW. After a long career in local government and engineering construction in Australia and the United Kingdom, Dave joined the Queensland Government in 2006 as Deputy Coordinator-General within the Department of Infrastructure and Planning, where he was responsible for delivering major water and road projects. From June 2008, he was the Director-General of Queensland Transport and then the Department of Transport and Main Roads, overseeing the integration of organisations to a new customer-focused model. His primary responsibility was transport leadership including strategic policy and planning, system stewardship, infrastructure delivery and service delivery. One of his highlights as the Director-General of DPC has been participating in the community champions program for Indigenous communities, where he regularly visits Gulf communities and assists them with accessing much needed government services. He is passionate about regional Queensland and engaging directly with residents, business, government and community leaders. Dave is a civil engineer and holds Masters Degrees in Business and Engineering Science. He completed an executive program at Harvard University looking at private sector involvement in infrastructure delivery. He is a Fellow of Engineers Australia, an Honorary Fellow, Chartered Institute of Transport and Logistics, and a Fellow of the Australian Academy of Technology and Engineering.

## **Graham Fraine** **Deputy Director-General, Policy**

As Deputy Director-General, Policy, Graham is responsible for developing specific policy advice on key issues, providing high-level strategic social and economic policy advice for the Premier and Cabinet and the implementation of key government decisions. Graham holds degrees in the field of psychology that first brought him to Queensland Government in 1993 to work on policy and research on road user behaviour. Graham has more than 20 years experience in public policy development and social science research specialising in transportation, program development, and service delivery. He has a proven track record in delivering significant outcomes in policy and regulatory reform and through his leadership has improved outcomes for Queenslanders in a range of areas, including safety, customer service and ease of doing business. Between 1999 and 2002, Graham undertook doctoral research at the Queensland University of Technology. He is most proud of developing and overseeing the delivery of key road safety programs in Queensland that led to sustained reductions in road trauma, including Queensland's lowest recorded road toll in 2014.

## **Filly Morgan** **Deputy Director-General,** **Corporate and Government Services**

Filly has more than 25 years experience in the Queensland public sector. In her current role as Deputy Director-General she leads the delivery of Corporate and Government Services. This includes supporting business before Executive Council, advice on machinery of government and constitutional matters, the ANZAC Centenary Commemoration program, corporate support for Ministerial Offices and the Leader of the Opposition, as well as the corporate functions for the department. Filly has a broad range of experience in central and line agencies. She has previously worked in senior roles in DPC and the Department of Tourism, Major Events, Small Business and the Commonwealth Games. Filly is a Clerk of the Executive Council. She is also an ex-officio member of the Queensland Advisory Committee for the Commemoration of the Anzac Centenary and the Queensland Veterans Advisory Council.



**Sarah Buckler**  
**Acting Deputy Director-General,**  
**Strategy and Engagement**

Sarah, as the Acting Deputy Director-General, is responsible for the Strategy and Engagement Division. Sarah has postgraduate degrees in Law and Economics and Public Administration. Sarah has more than 20 years experience in executive leadership roles both in the public and private sector. She has a comprehensive understanding of state and local government policy and planning processes, and of community and industry needs and expectations across a range of settings including urban, rural and regional communities. Sarah is currently responsible for intergovernmental relations, communications and strategic insights functions within DPC.

**Leighton Craig**  
**Cabinet Secretary**

Leighton has more than 20 years experience in the public sector. In his role as Cabinet Secretary, he heads the team responsible for managing services across the Queensland Government that support the operation of the Cabinet and Cabinet Committees. His team also monitors delivery of government commitments and decisions, and supports agencies to implement performance management. Leighton has worked in a diverse range of policy and project areas within government, including law and justice policy, disaster relief, community engagement on significant infrastructure and Aboriginal and Torres Strait Islander cultural heritage. He has previously headed the legal and constitutional area of DPC and has been a Clerk of the Executive Council since 2010.

**Kirsten Herring**  
**Deputy Director-General,**  
**Arts Queensland**

Kirsten was appointed as Deputy Director-General, Arts Queensland in 2013. In this role Kirsten oversees the activities of Arts Queensland, including the Queensland Government's investments in the South Bank Cultural Precinct, the funding of the major arts companies, the corporate governance support for the state's arts statutory bodies and government-owned companies, and the delivery of the arts investment funding programs. Before joining Arts Queensland, she held a number of executive positions with Events Queensland. These roles included Interim Chief Executive Officer (from 1 August 2012 until the merger with Tourism Queensland in early 2013) and General Manager – Event Acquisition and Development. Kirsten has also worked as the Commercialisation Manager for the University of Queensland's Arts faculty, the Head of International Production for Screen Queensland (then known as the Pacific Film and Television Corporation) and as the Director of Investment for the Department of State Development.

**Annette O'Callaghan**  
**Queensland Parliamentary Counsel**

Annette was appointed Queensland Parliamentary Counsel in January 2016 and as head of the office is responsible for the drafting and publishing of all Queensland legislation. Annette has significant experience in delivering the legislative program for Queensland Government agencies, and has led the office's most significant reform project – eLegislation. The eLegislation project introduced a new content management system, drafting and publishing tool and legislation website. She has 25 years experience in legislative drafting and statutory interpretation and has held senior drafting and leadership roles in Queensland, Victoria and New South Wales throughout her career. Annette is Queensland's member of the Australasian Parliamentary Counsel's Committee.

**Paul McFadyen**  
**Deputy Parliamentary Counsel**

Paul was appointed Deputy Parliamentary Counsel in 2014 and has more than 15 years experience in legislative drafting. As Deputy Parliamentary Counsel, Paul leads a legislative drafting team and supervises the preparation of legislation for subject matter administered by the departments of Agriculture and Fisheries; Communities, Child Safety and Disability Services; Education and Training; Energy and Water Supply; Environment and Heritage Protection; Housing and Public Works; Infrastructure, Local Government and Planning; National Parks, Sport and Racing; Natural Resources and Mines; State Development and Queensland Health.

**Ian Larwill**  
**Deputy Parliamentary Counsel**

Ian was appointed Deputy Parliamentary Counsel in 2016 and has more than 26 years experience in legislative drafting. As Deputy Parliamentary Counsel, Ian leads a legislative drafting team and supervises the preparation of legislation for subject matter administered by the departments of Aboriginal and Torres Strait Islander Partnerships; Justice and Attorney-General; Premier and Cabinet; Science, Information Technology and Innovation; Tourism, Major Events, Small Business and the Commonwealth Games; Transport and Main Roads; Public Service Commission; Public Trust Office; Queensland Police Service; Public Safety Business Agency; Queensland Fire and Emergency Services; Queensland Ambulance Service and Queensland Treasury.

## Statutory reports

### Ministerial and Other Office Holder Staff

The *Ministerial and Other Officer Holder Staff Act 2010* provides a discrete framework for the employment of Ministerial staff, staff of the Office of the Leader of the Opposition and staff of other non-government Members of Parliament (where determined necessary based on the composition of the Legislative Assembly).

The employer for these staff is the Director-General of DPC who employs staff on the recommendation of the Premier, the Leader of the Opposition, or relevant Member of Parliament respectively.

During 2015–16 there were no staff employed under the Act to support a non-government Member of Parliament other than the Leader of the Opposition.

The Act covers the work performance and conduct of staff members through the inclusion of performance and personal conduct principles, ethics values and a specific provision that staff members are not empowered to direct public servants in their own right.

The Act provides that the Director-General of DPC may issue directives or guidelines about employment matters. In the preceding 12 months there has been one new directive issued under the Act.

A total of 309 staff were employed under the Act for the financial year ending 30 June 2016, with 213 staff employed as at 30 June 2016.

### Legislation

The following legislation is administered through DPC on behalf of the Premier as at 30 June 2016:

- *Assisted Students (Enforcement of Obligations) Act 1951*
- *Auditor-General Act 2009*
- *Australian Constitutions Act 1842 (Imperial)*
- *Australian Constitutions Act 1844 (Imperial)*
- *Australian Waste Lands Act 1855 (Imperial)*
- *Century Zinc Project Act 1997 (ss1-4, 5(1), 8, 18–20)*
- *Commonwealth Powers (Air Transport) Act 1950*
- *Constitution Act 1867*
- *Constitution Act Amendment Act 1890*
- *Constitution Act Amendment Act 1934*
- *Constitution (Fixed Term Parliament) Referendum Act 2015*
- *Constitution of Queensland 2001*
- *Constitutional Powers (Coastal Waters) Act 1980*
- *Emblems of Queensland Act 2005*
- *Family and Child Commission Act 2014*
- *Governors (Salary and Pensions) Act 2003*
- *Integrity Act 2009*
- *Legislative Standards Act 1992*
- *Ministerial and Other Office Holder Staff Act 2010*
- *Off-shore Facilities Act 1986*
- *Parliament of Queensland Act 2001*
- *Parliamentary Service Act 1988*
- *Queensland Art Gallery Act 1987*
- *Queensland Boundaries Declaratory Act 1982*
- *Queensland Coast Islands Act 1879*
- *Queensland Independent Remuneration Tribunal Act 2013*
- *Queensland International Tourist Centre Agreement Act Repeal Act 1989*
- *Queensland Museum Act 1970*
- *Queensland Performing Arts Trust Act 1977*
- *Queensland Plan Act 2014*
- *Queensland Theatre Company Act 1970*
- *Reprints Act 1992*
- *Senate Elections Act 1960*
- *Statute of Westminster 1931 (Imperial)*
- *Statute of Westminster Adoption Act 1942 (Cth)*
- *Statutory Instruments Act 1992*