

Corporate support functions

Corporate Governance Group (CGG)

The CGG meets monthly to assist the Director-General in discharging his accountabilities to achieve the department's objectives. CGG held eight ordinary, two out-of-session, and 11 extraordinary meetings during 2016–17.

Membership

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

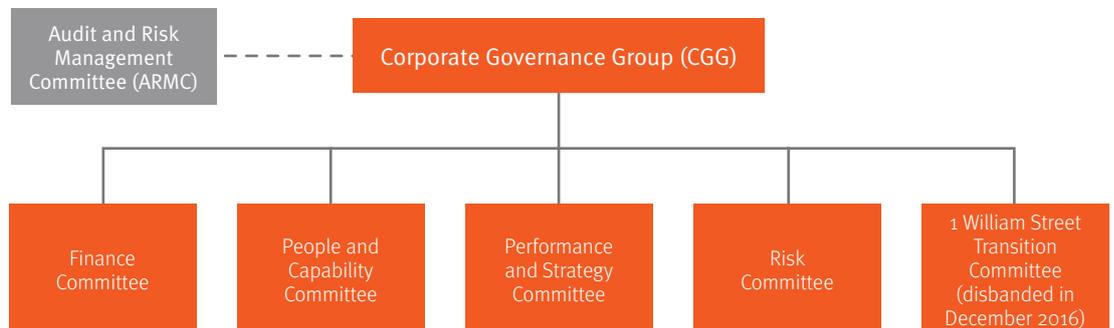
- Deputy Director-General, Corporate and Government Services
- Deputy Director-General, Strategy and Engagement
- Deputy Director-General, Policy
- Cabinet Secretary
- Deputy Director-General, Arts Queensland
- Queensland Parliamentary Counsel
- Executive Director, Office of the Director-General.

Role

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



The Finance Committee

The Finance Committee meets quarterly and provides reports to the CGG. The committee met six times during the year and is chaired by the Deputy Director-General, Policy.

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 and operational financial risk for DPC and develop appropriate mitigation.

Performance and Strategy Committee

The Performance and Strategy Committee meets quarterly and provides reports to the CGG. The committee met four times during the year and is chaired by the Deputy Director-General, Strategy and Engagement.

Role

The Performance and Strategy Committee has a performance (operational) and a strategy (transformational) role. Its performance role is to oversee:

- delivery of key commitment, objectives and priorities
- performance management practices in the department as outlined in the DPC Corporate Performance Management Framework.

The Committee's strategy role is to:

- drive the implementation of the strategic plan
- identify transformational projects and initiatives
- determine the selection, prioritisation and resourcing of projects and other activities
- oversee key stakeholder relationships, feedback and strategies.

People and Capability Committee

The People and Capability Committee meets quarterly and provides reports to the CGG. The committee met four times during the year and is chaired by the Deputy Director-General, Corporate and Government Services.

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 the year and is chaired by the Queensland Parliamentary Counsel.

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 was established temporarily and provided reports to the CGG. The committee met 10 times during 2016–17. The committee was disbanded in December 2016.

Role

The role of the 1 William Street Transition Committee was to monitor the delivery of transition projects and guide the transition team regarding business requirements and management of issues.

Audit and Risk Management Committee (ARMC)

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

During 2016–17, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's Audit Committee Guidelines, issued in 2012. In accordance with its terms of reference the ARMC met four times during 2016–17.

The Chief Finance Officer, the Director Internal Audit and Risk, a representative from the Queensland Audit Office (QAO) and a representative from the internal audit service provider have standing invitations as observers to attend all committee meetings. Departmental officers may be invited to attend meetings as required.

Membership

The ARMC comprises:

Name	Committee role	Position	Portion of the year as a member
Jenny Parker	Chair	Independent	July 2016 – June 2017
Neil Jackson	Member	Independent	July 2016 – June 2017
Bronwyn Morris	Member	Independent	July 2016 – June 2017
Peter McKay	Member	Deputy Commissioner, PSC	July 2016 – June 2017
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services, DPC	July 2016 – June 2017
Dave Stewart	Attendee	Director-General	July 2016 – June 2017
Robert Setter	Attendee	Commission Chief Executive, Public Service Commission	July 2016 – June 2017

Role

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.

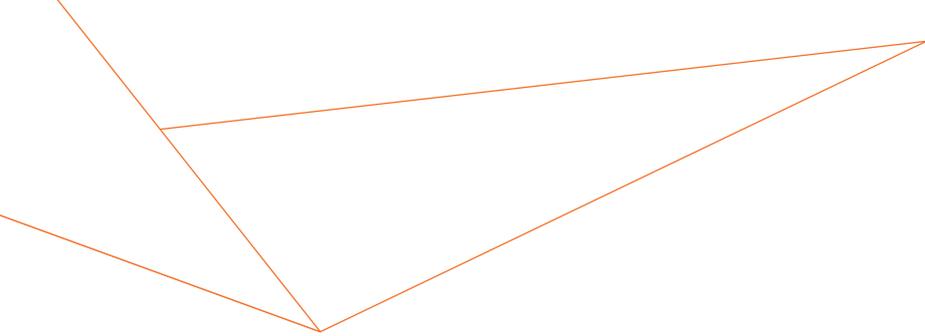
The ARMC also serves the Commission Chief Executive, Public Service Commission.

Remuneration

As the chair of the committee, Jenny Parker is entitled to be paid \$230 (excluding GST) per hour, to prepare for and attend meetings. The Chair attended all four meetings held during 2016–17 and received \$7370 (excluding GST) for this period.

As an independent member of the committee, Neil Jackson is entitled to be paid \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended all four meetings held during 2016–17 and received \$5040 (excluding GST) in remuneration.

As an independent member of the committee, Bronwyn Morris is entitled to \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended all four meetings



held during 2016–17 and received \$5040 (excluding GST) in remuneration.

Key achievements for 2016–17

- Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program, which included 13 reviews across the department.
- Approved the updates to departmental risk management materials based on the QAO risk maturity assessment template.
- 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).
- Endorsed the financial statements for 2015–16 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities.

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.

DPC's 2016–2020 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 2016–17 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, KPMG.

Internal audit provides independent assurance and advice to the Director-General, senior management and the 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 QAO. The internal audit function is continually monitored to ensure it operates effectively, efficiently and economically.

Key achievements for 2016–17

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the ARMC for approval.
- Successfully executed the internal audit plan, providing reports to the ARMC and Director-General.
- Monitored and reported on the 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

External audits and reviews add value to the public sector through recommendations that improve business operations. In 2016–17, the following reports were published by the QAO that were relevant to DPC:

QAO Report 1: 2016–17 – Strategic procurement

This report examined departmental compliance with the Queensland Procurement Policy in relation to the procurement of services and supplies. The report specifically recommended that DPC work with Queensland Treasury and the Department of Housing and Public Works (DHPW) to review and confirm the role and authority of the Office of the Chief Advisor-Procurement, and assess the merits of retaining the role within DHPW (rather than within a central agency). In response to a general recommendation that agencies develop a procurement plan, DPC is in the process of implementing such a plan.

QAO Report 3: 2016–17 – Follow-up: Monitoring and reporting performance

This report was a follow-up on Report 18: 2013–14 – Monitoring and reporting performance (tabled 26 June 2014), in which QAO sought to determine if non-financial performance information in budget papers was outcome-based and whether it was relevant, useful, readily understood and measured what it was stated to measure. In response, the DPC Corporate Performance Management Framework was approved at the 23 February 2017 meeting of the CCG. DPC's Performance Unit has also reviewed the Queensland Government Performance Management Framework to address the recommendations in the original audit report.

QAO Report 8: 2016–17 – 2015–16 Results of financial audits

This report summarises QAO's analysis of the financial position, performance, and sustainability of the Queensland Government, as reported in the consolidated state government financial statements. It also summarises the timeliness and quality of financial reporting by public sector entities. The Auditor-General has certified without qualification that DPC has complied with financial management requirements, the financial statements are accurate

and fair and that DPC met the statutory timeframes for the preparation of the financial reports for 2016–17.

QAO Report 16: 2016–17 – Government advertising

This report examined the economy of government purchasing of advertising, the effectiveness of a selection of advertising campaigns, and the application of governance frameworks. DPC agreed to all recommendations and is leading implementation.

QAO Report 17: 2016–17 – Organisational structure and accountability

This audit reviewed the strategic plan and organisational structure of 18 departments, and assessed how these plans reference the government's overarching strategic direction and clearly demonstrate the department's contribution towards them.

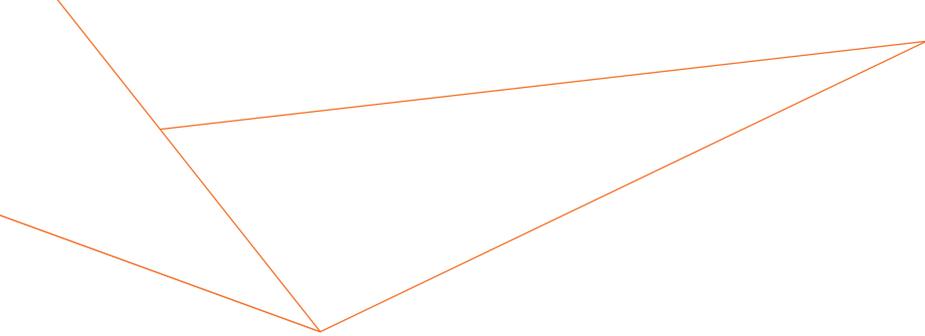
Information systems

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

DPC uses an electronic document and records management system to provide secure, effective and efficient management of corporate records and also for workflow of ministerial and executive correspondence. A customised version of this system is used for managing whole-of-government proposed Cabinet submissions. This business system has enhanced information security and business functionality.

Key achievements for 2016–17

- Successful transition into 1 William Street with minimal disruption of DPC IT services while continuing to supporting a mobile and flexible workforce.
- Implemented a face-to-face Information Security Awareness Training program across the department.



Records management

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

Key achievements for 2016–17

- As part of the 1 William Street transition, a significant proportion of the department's physical records were transferred to either the Queensland State Archives or secure offsite storage facilities.

Future directions for 2017–18

- The department's electronic document and records management system is being upgraded. The upgrade will give enhanced system functionality, performance and security. The Information Management team is continuing to encourage a 'paperlite' culture by providing support and advice (including policies and guides) that fosters good record keeping practices and reduces reliance on physical paper records.

Open data

The following datasets will be published on the open data website at 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.

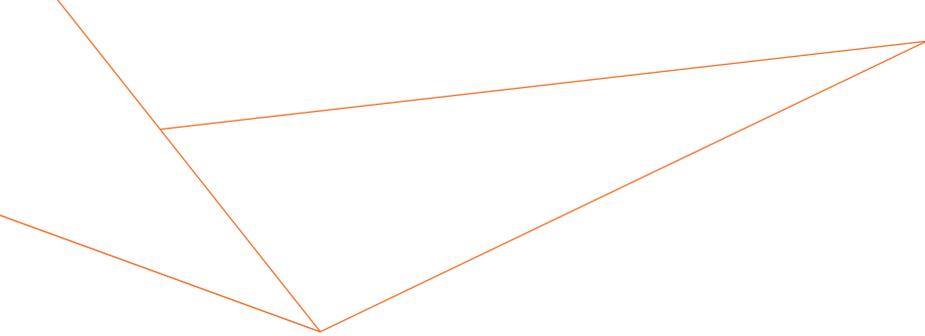
Graham Fraine

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 and customer service.

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 and is the Queensland representative on the Council for the Order of Australia. 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.

Tess Bishop

Deputy Director-General, Strategy and Engagement

As Deputy Director-General, Tess leads the Strategy and Engagement Division and is responsible for intergovernmental relations, strategic policy, executive correspondence and the integrated communications and protocol functions within DPC. Appointed to the role in January 2017, Tess has more than 18 years' experience across the public and private sectors in Australia and the United Kingdom.

Prior to this role, Tess was a Senior Executive in Queensland Health managing the Office of the Director-General. She has previously held senior positions in the Queensland and Victorian public sector and has experience working in both central and line agencies. Tess's career in government is complemented by her extensive experience in the private sector, including her work with KPMG Europe, where she forged strategic relationships with business and industry stakeholders.

Voted by her peers, Tess was awarded an Australia Day Certificate of Achievement in January 2017. Tess is a graduate of the Australian Institute of Company Directors and holds a Masters of International Relations, a Graduate Diploma in Business Management and a Bachelor of Arts majoring in political science and public policy.

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 and infrastructure 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. 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.

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 the preparation of legislation 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.

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 the preparation of legislation 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.

Statutory reports

Government bodies

As part of the Premier's portfolio, the following bodies provide their annual report as indicated:

Name of body	Constituting	Annual Report arrangements
Aboriginal Centre for the Performing Arts Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and committees section
Board of the Queensland Museum	<i>Queensland Museum Act 1970</i>	Separate Annual Report prepared
Domestic and Family Violence Implementation Council	Terms of Reference	See Boards and committees section
Major Brisbane Festivals Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Notes in the financial statements and see Boards and committees section
Office of the Governor	<i>Constitution of Queensland Act 2001</i>	Separate Annual Report prepared
Office of the Queensland Parliamentary Counsel	<i>Legislative Standards Act 1992</i>	Included in DPC's Annual Report
Public Service Commission	<i>Public Service Act 2008</i>	Separate Annual Report prepared
Queensland Advisory Committee for the Commemoration of the Anzac Centenary	Terms of Reference	See Boards and committees section
Queensland Art Gallery Board of Trustees	<i>Queensland Art Gallery Act 1987</i>	Separate Annual Report prepared
Queensland Art Gallery/ Gallery of Modern Art Foundation Committee	<i>Queensland Art Gallery Act 1987</i>	Included in the Queensland Art Gallery Board of Trustees' Annual Report
Queensland Audit Office	<i>Auditor-General Act 2009</i>	Separate Annual Report prepared
Queensland Family and Child Commission	<i>Family and Child Commission Act 2014</i>	Separate Annual Report prepared
Queensland Independent Remuneration Tribunal	<i>Queensland Independent Remuneration Tribunal Act 2013</i>	Separate Annual Report prepared and see Boards and committees section
Queensland Integrity Commissioner	<i>Integrity Act 2009</i>	Separate Annual Report prepared
Queensland Museum Foundation	<i>Queensland Museum Foundation Trust Deed</i>	Included in the Board of the Queensland Museum's Annual Report
Queensland Music Festival Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and committees section
Queensland Performing Arts Trust	<i>Queensland Performing Arts Trust Act 1977</i>	Separate Annual Report prepared
Queensland Plan Ambassadors Council	<i>Queensland Plan Act 2014</i>	See Boards and committees section
Queensland Social Cohesion Implementation Committee	Terms of Reference	See Boards and committees section
Queensland Theatre Company	<i>Queensland Theatre Company Act 1970</i>	Separate Annual Report prepared
Queensland Veterans' Advisory Council	Terms of Reference	See Boards and committees section
Screen Queensland Pty Ltd	<i>Corporations Act 2001 (Cth)</i>	Tables financial statements and see Boards and committees section

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 2016–17 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 have been no directives issued under the Act.

A total of 326 staff were employed under the Act for the financial year ending 30 June 2017, with 229 staff employed as at 30 June 2017.

Legislation

The following legislation is administered through DPC on behalf of the Premier as at 30 June 2017:

- *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*