

Corporate support functions

The Corporate Governance Group (CGG)

The CGG meets regularly to assist the Director-General in discharging his accountabilities to achieve the department’s objectives. CGG held 10 ordinary meetings during 2018–19.

Membership

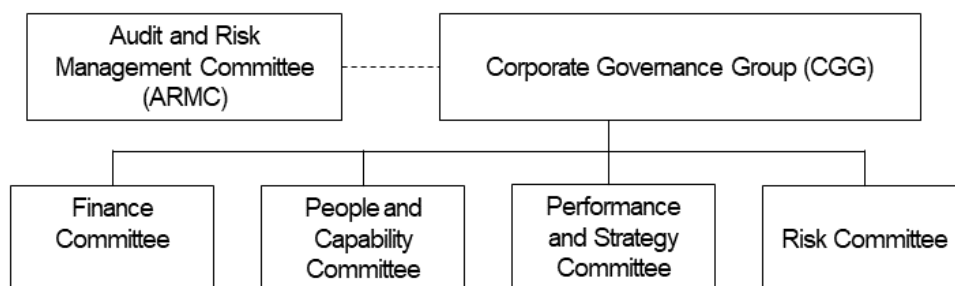
Chaired by the Director-General, CGG also includes the following members:

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

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.



Relationship between Corporate Governance Group, its sub-committees and the Audit and Risk Management Committee

Finance Committee

The Finance Committee meets quarterly and provides reports to the CGG. The committee met four times during 2018–19 and was chaired by the Deputy Director-General, Policy in 2018 and, as part of an annual rotation of Chairs, was chaired by the Queensland Parliamentary Counsel in 2019.

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 2018–19 and was chaired by the Deputy Director-General, Strategy and Engagement in 2018 and, as part of an annual rotation of Chairs, was chaired by the Deputy Director-General, Corporate and Government Services in 2019.

Role

The role of the Performance and Strategy Committee is to provide advice to the CGG on:

- the delivery of the department's key commitments, objectives and milestones
- the planning, performance and reporting cycle ensuring alignment of activities including:
 - the development of performance measures and dashboard performance reporting for the department
 - statutory reporting activities
 - business planning activities and improvements to existing business processes
 - compliance with the performance management legislative requirements.
- setting key priorities and guiding the department towards achievement of these priorities.

People and Capability Committee

The People and Capability Committee meets quarterly and provides reports to the CGG. The committee met four times during 2018–19 and was chaired by the Deputy Director-General, Corporate and Government Services in 2018 and, as part of an annual rotation of Chairs, was chaired by the Deputy Director-General, Policy in 2019.

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 2018–19 and was chaired by the Queensland Parliamentary Counsel in 2018 and, as part of an annual rotation of Chairs, was chaired by the Deputy Director-General, Strategy and Engagement in 2019.

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.

Audit and Risk Management Committee (ARMC)

The department's ARMC was established by the Director-General as required by section 35(1) of the *Financial and Performance Management Standard 2019*. As required by section 35(2) of the standard, the terms of reference outline the role of the committee.

During 2018–19, the ARMC observed the terms of its charter and had due regard to Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance*. In accordance with its terms of reference the ARMC met four times during 2018–19.

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 are invited to attend meetings as required.

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

The Chair of the committee (held by Jenny Parker and subsequently Neil Jackson) is entitled to be paid \$230 (excluding GST) per hour, to prepare for and attend meetings. The Chair (Jenny Parker) attended one meeting

during 2018–19 and received \$1380 (excluding GST) in remuneration. The Chair (Neil Jackson) attended three meetings during 2018–19 and received \$4140 (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 one meeting during 2018–19 and received \$1260 (excluding GST) in remuneration.

As an independent member of the committee, Bronwyn Morris AM is entitled to \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended all four meetings held during 2018–19 and received \$5040 (excluding GST) in remuneration.

As an independent member of the committee, Susan Rix AM is entitled to \$210 per hour (excluding GST) to prepare for and attend meetings. The independent member attended two meetings held during 2018–19 and received \$1365 (excluding GST) in remuneration.

Key achievements for 2018–19

- Approved the annual internal audit plan and monitored the ongoing delivery of the internal audit program.
- Endorsed the updates to departmental risk management materials.
- 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 2017–18 and considered the ongoing financial position of the department.
- Considered the ongoing corporate governance and risk management activities.

Membership

The ARMC comprises:

Name	Committee role	Position	Portion of the year in role
Jenny Parker	Chair	Independent	July 2018 – October 2018
Neil Jackson	Chair	Independent	November 2018 – June 2019
Neil Jackson	Member	Independent	July 2018 – October 2018
Bronwyn Morris AM	Member	Independent	July 2018 – June 2019
Susan Rix AM	Member	Independent	November 2018 – June 2019
Peter McKay	Member	Deputy Commissioner, PSC	July 2018 – November 2018
Megan Barry	Member	Deputy Commissioner, PSC	November 2018 – June 2019
Filly Morgan	Member	Deputy Director-General, Corporate and Government Services, DPC	July 2018 – June 2019
Dave Stewart	Attendee	Director-General, DPC	July 2018 – February 2019
Rachel Hunter	Attendee	Acting Director-General, DPC	February 2019 – June 2019
Robert Setter	Attendee	Commission Chief Executive, Public Service Commission	July 2018 – June 2019

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 International Standard ISO 31000:2018 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. Strategic risks, opportunities and challenges are reviewed regularly in relation to the operating environment of the department to ensure effective management. This minimises vulnerability to internal and external events and influences that could impact on the achievement of its objectives and strategic priorities.

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 *2018–2022 Strategic Plan* states that DPC will manage its four strategic risks and their impacts. These risks are reflected in DPC's strategic risk register. 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, which reports to the CGC, refers matters to the ARMC for consideration.

Internal audit

During 2018–19 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 Improving Accountability and Performance*. The function is independent of the activities it reviews, of management and of the QAO. The internal audit function is monitored to ensure it operates effectively, efficiently and economically.

Key achievements for 2018–19

- Developed an internal audit plan based on strategic risks and operational risk registers and presented the plan to the Director-General 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. The following reports were published by the QAO in 2018–19 and were relevant to DPC:

QAO Report 1: 2018–19 – Monitoring and managing ICT projects

This report examined whether monitoring projects at the departmental and whole-of-government levels have improved successful delivery of ICT programs and projects. The report concluded that the Queensland Government has improved the governance processes for ICT projects and programs since 2013, but that the monitoring of major ICT programs through the assurance process at the whole-of-government level is not being carried out as well as it could be.

The department agreed that the report's findings and recommendations appear in line with government's intention to increase transparency around major ICT projects, and has reviewed the department's current ICT program, project management and monitoring processes.

QAO Report 3: 2018–19 – Delivering shared corporate services in Queensland

This report assessed whether the Queensland Government's shared service providers are delivering value for money now and are positioned to successfully deliver into the future.

The report concluded that there is still significant benefit to be realised from the shared corporate services models that exist within the Queensland Government. When shared service providers have made the effort to consolidate, standardise and automate corporate service offerings, they have demonstrated the ability to deliver improved services for government.

The department supported the recommendations made and will continue to collaborate and communicate effectively with our provider, Queensland Shared Services.

QAO Report 6: 2018–19 – Delivering coronial services

This report assessed whether agencies are effective and efficient in supporting the coroner in investigating and helping to prevent deaths.

The report concluded that Queensland's coronial system is under stress and is not effectively and efficiently supporting coroners or families. If left unaddressed, structural and system issues will further erode its ability to provide services beyond the short-term.

As part of the audit, the QAO consulted with DPC, and the audit identified learnings and made relevant, whole-of-government recommendations, one of which required DPC collaboration.

QAO Report 14: 2018–19 – 2017–18 – Results of financial audits

This report summarises QAO's financial audit results for all entities owned or controlled by the Queensland Government, analysing 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 were accurate and fair and that DPC met the statutory timeframes for the preparation of the financial reports for 2017–18.

Information systems and recordkeeping

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

DPC uses several separate electronic document and records management systems (eDRMS) to provide secure, effective and efficient management of:

- Cabinet submissions and related documents
- Executive Council Minutes and related documents
- departmental and portfolio agency records including ministerial and executive correspondence.

These business systems are based on commercial eDRMS that support approved business processes and have enhanced information and cyber security functionality.

Roles and responsibilities for creating, managing and disposing of public records are documented in the department's Documents and Recordkeeping Policy and Guidelines. Mandatory training is provided to all staff commencing in the department and mandatory refresher training via an online training module is also available. Additional training is also available on request. The department's policy applies to all public records as defined by the *Public Records Act 2002*.

The department continues to work towards fostering digital processes to manage its information and records. A substantial percentage of records are received electronically and managed through internal electronic approval processes. A number of initiatives are underway to further support this transition, ultimately reducing the reliance on hard copy records while providing additional security of our information assets.

Improvements around information security and managing sensitive data have been a priority during 2018–19 with work involved in defining, implementing and applying appropriate controls to safeguard confidentiality, integrity and availability of information. *The Public Records Act 2002* and the department's Documents and Recordkeeping Policy require the department to retain, manage and dispose of public records in accordance with Queensland State Archives-approved, *General Retention*

and Disposal Schedule and the department's retention and disposal schedule. The department's records are efficiently managed throughout their lifecycle and archived and disposed of accordingly.

In meeting its public records governance responsibilities, DPC demonstrates mature recordkeeping to support sound business decision-making, effective governance and accountability.

Key achievements for 2018–19

- Improvements in cyber security protection of our eDRMS business systems.
- Development of a briefing portal to support improved team collaboration.
- Migration of targeted infrastructure into Microsoft Azure platform to lower overall operating costs.

Future directions 2019–20

- Implementing a technology solution to streamline the registering of correspondence into the departmental eDRMS business system.
- Implementing a new staff directory and resource request management system.
- Investigating a more cost-effective eDRMS portal for a broader group of external briefing officers.
- Identifying opportunities to leverage the department's investment in its eDRMS business system with an improved reporting portal.
- Developing a new intranet to increase staff engagement and collaboration leveraging existing licensing arrangements.

Open data

The following datasets are published on the open data website at www.data.qld.gov.au

- consultancies
- language services
- overseas travel.