

Infrastructure Committee

Terms of Reference (ToR)



Acknowledgement

The Department of Justice recognises and acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Queensland and as the Traditional Custodians of Queensland's precious land and waters. We pay our respects to their Elders past, present and emerging.



Document history

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1. Terms of Reference

- 1.1 This Terms of Reference (ToR) outlines the purpose, responsibilities, cadence, and operating guidelines of the Department of Justice (DoJ) Infrastructure Committee (IC).
- 1.2 This document has been approved by the Director-General through the Executive Leadership Team (ELT).

2. Purpose

- 2.1 The purpose of the IC is to oversee formation and delivery of the department's infrastructure, leasehold works and accommodation-related strategies, and to make strategic recommendations to ELT for the direction of infrastructure priorities and investment.
- 2.2 The IC does not replace or replicate delegated management responsibilities or the reporting lines within DoJ.

3. Responsibilities

- 3.1 The responsibilities of the IC include:
 - 3.1.1 providing assurance that DoJ has optimal programs to plan and deliver value-for-money, fit for purpose, and sustainable infrastructure investment across DoJ's capital works and maintenance budgets;
 - 3.1.2 improving the coordination, efficiency and effectiveness of infrastructure, vehicle fleet and accommodation planning and investment;
 - 3.1.3 overseeing the monitoring of infrastructure initiatives, budgets, and accommodation strategies and strategic risks;
 - 3.1.4 Considering, prioritising and endorsing ongoing (annual) minor capital works and planned maintenance programs of work;
 - 3.1.5 overseeing the monitoring of infrastructure initiatives, programs and projects that are the responsibility of IC subcommittees;
 - 3.1.6 considering strategic matters to be referred to, or that are referred to it from, other internal committees e.g. the ELT, the Finance Committee, the Audit and Risk Management Committee; and
 - 3.1.7 conducting itself in a manner that gives proper consideration to and is compatible with human rights obligations under the [Human Rights Act 2019](#).

4. Principles

- 4.1 The agreed principles for attending IC members:
 - 4.1.1 valuing and upholding respect, integrity, and confidentiality;
 - 4.1.2 recognising members represent the whole of the department;
 - 4.1.3 listening to understand, being solution-oriented and value-conscious;
 - 4.1.4 being frank and fearless, respectfully, and constructively challenge areas of focus; and
 - 4.1.5 being courageously open to new ideas and offering different perspectives.



5. Membership

5.1 Membership is as follows:

5.1.1 Standing Members (expected to participate)

- Deputy Director-General, Portfolio Governance and Executive Services (Chair)
- Executive Director, Infrastructure Services (Deputy Chair)
- Assistant Director-General, Corporate Services
- A Senior Executive Service (SES) Officer from the following areas (or alternative position as approved by the Chair)
 - Courts and Tribunals
 - Harm Prevention and Regulation
 - Community Justice Services
 - Justice Policy and Reform
 - Crown Law
 - Office of the Director Public Prosecutions
 - Office of the Director of Child Protection Litigation
 - Office of the Public Guardian
 - Office of the Director of Forensic Science Queensland
 - Queensland State Archives
 - Legal Services Commission.

5.1.2 Observers (invited to observe)

- Chief Finance Officer, Corporate Services
- Executive Director, Strategy and Governance
- Director Infrastructure Programs, Infrastructure Services
- Manager, Business Leasing Fleet and Fire Safety, Infrastructure Services
- Manager, Infrastructure Program Delivery, Infrastructure Services
- Manager, Strategic Infrastructure Planning, Infrastructure Services.

5.2 The head of each division and Statutory Authority should nominate an officer with the required seniority to effectively represent them or may choose to nominate themselves. Any change in member nominations is to be approved by the Chair.

5.3 A person acting in any of the above positions is a member of the IC for the term of the acting arrangement.

5.4 If the Chair is temporarily unable to perform their duties, the Chair will ensure their replacement with another ELT member.

5.5 The Deputy Chair will oversee the secretariat support function and assist the chair to carry out their role.

5.6 Proposals to use proxies on behalf of Standing Members and Observers requires approval by the Chair.

6. Secretariat

6.1 Secretariat support is provided by Infrastructure Services.

6.2 The secretariat is responsible for the:



- 6.2.1 preparation, circulation and maintenance of a forward agenda plan as approved by the Chair;
- 6.2.2 distribution of meeting agendas and supporting papers at least three business days before meetings;
- 6.2.3 recording and finalisation of meeting minutes;
- 6.2.4 recording and tracking of actions raised within the agreed timeframes;
- 6.2.5 coordination of the out-of-session process;
- 6.2.6 appropriate recordkeeping of IC documentation;
- 6.2.7 review all submissions before the meeting to confirm proposals are appropriate for IC consideration, provides necessary commentary and are in an appropriate format for review and/ or decision making; and
- 6.2.8 as a form of induction, provide to new members and proxies before their first meeting, the IC ToR, DoJ governance committee structure, minutes of the last three meetings and any other documents determined relevant by the Chair to help members understand their obligations.

7. Meetings

- 7.1 The IC will meet quarterly or as required by the Chair.
- 7.2 Attendance at meetings will be in person or via Microsoft Teams and will be conducted on a formal basis with minutes recorded.
- 7.3 A quorum consists of the Chair and majority of Standing Members. Where a quorum cannot be reached, the item will be escalated to ELT for decision.
- 7.4 Proposals for any other individual to attend meetings requires approval by the Chair.

8. Out-of-session process

- 8.1 The Chair can authorise circulation and endorsement of meeting papers out-of-session.
- 8.2 The out-of-session process should be used where the urgency of an item requires it to be finalised ahead of the next scheduled meeting, or where the item does not require extensive discussion.
- 8.3 The secretariat will coordinate endorsement of out-of-session packages by IC members and seek Chair approval and/or noting once all members have endorsed.
- 8.4 The secretariat will circulate the outcome of the out-of-session item to IC, or in the event that full endorsement is not reached, the item will be discussed at the next IC meeting.

9. Minutes

- 9.1 The draft Minutes of the meeting must be forwarded to Standing Members as soon as possible following the meeting.
- 9.2 The Minutes must record the following:
 - 9.2.1 date and location of meeting;
 - 9.2.2 attendees and apologies;
 - 9.2.3 agenda items discussed and decisions taken (including rationale for decisions);
 - 9.2.4 action items (including status, responsibility and timeframe); and
 - 9.2.5 a summary of documents distributed and any decisions made out-of-session.



9.3 Minutes of the preceding meeting must be confirmed at each meeting.

10. Sub-committees

10.1 The IC may create sub-committees at any time to perform specific tasks or responsibilities.

10.2 The Chair of any sub-committee will be a member of the IC.

10.3 Terms of reference, membership, reporting arrangements and timeframes must be specified at the time of establishment.

11. Reporting

11.1 The IC will report to the ELT through the Chair as required.

12. Annual review

12.1 The IC ToR will be reviewed each year by Strategy and Governance Branch in consultation with the chair, deputy chair and secretariat:

12.1.1 to ensure the ToR reflect the purpose and function of the IC;

12.1.2 to determine the extent to which the IC has discharged its purpose and function;

12.1.3 give consideration for the rotation of the Chair; and

12.1.4 to develop recommendations for improvements, where appropriate.

12.2 The outcome of the annual review will be provided to the ELT.

12.3 Amendments to the ToR require approval by ELT.

