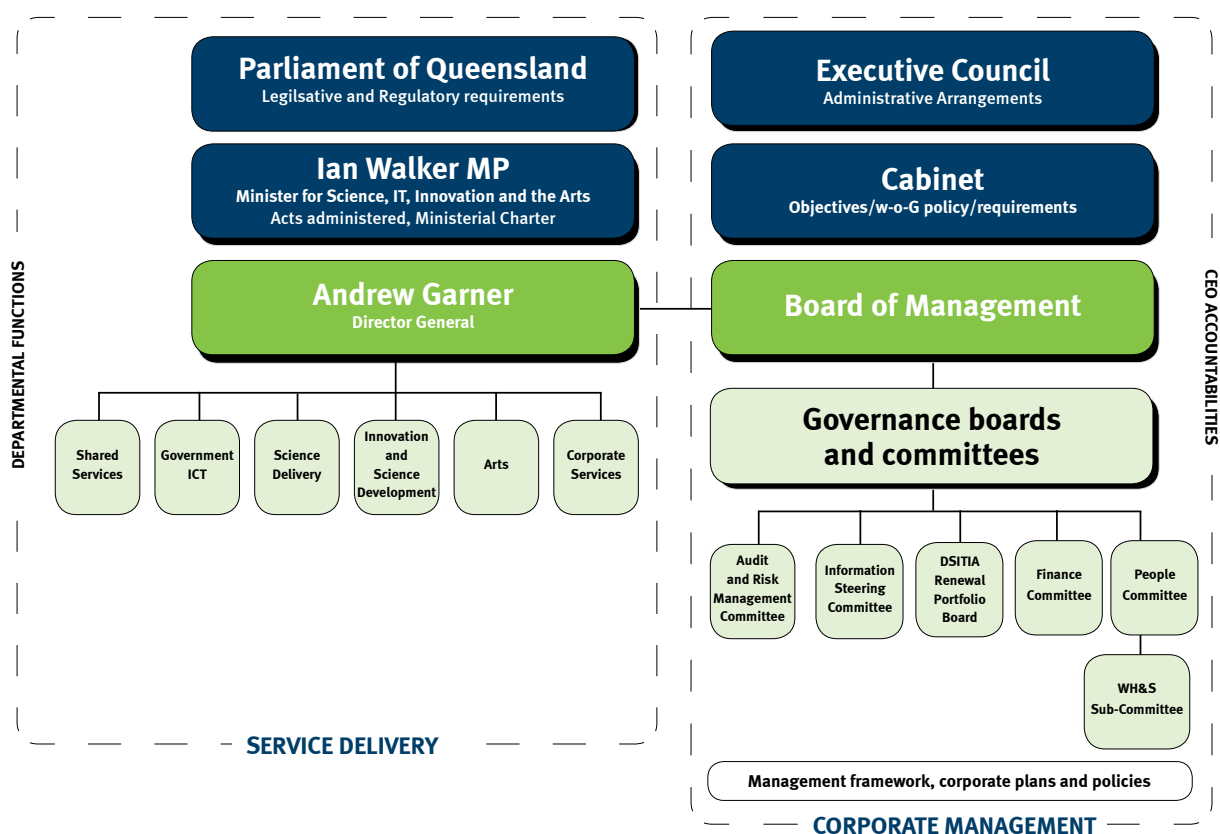


## Our leaders

<p><b>Andrew Garner</b> Director-General and acting Queensland Government Chief Information Officer (12 April 2013 – present)</p>	<p>Andrew Garner was appointed Director-General of the Department of Science, Information Technology, Innovation and the Arts in April 2013.</p> <p>Andrew has more than 24 years' professional advisory experience in assisting and leading major reform programs within the public and private sector. He has a Bachelor of Business from the University of Southern Queensland and is a Member of the Institute of Chartered Accountants and the Institute of Internal Auditors. Andrew most recently worked at Ernst &amp; Young as their Lead Queensland Government Partner, as well as leading the Queensland Advisory Practice.</p> <p>Andrew is currently also acting Queensland Government Chief Information Officer and is responsible for ICT governance, investment assurance, information systems and information technology strategy, policy and standards and the Queensland Government Enterprise Architecture.</p>
<p><b>Philip Reed</b> Director-General (1 July 2012–12 April 2013)</p>	<p>Philip Reed was appointed Director-General of the Department of Science, Information Technology, Innovation and the Arts in April 2012 and concluded this role on the 12 April 2013.</p> <p>Prior to this role Philip was the Director-General of the Department of Justice and Attorney-General from October 2010.</p> <p>Throughout his 30-year career as a public servant, Philip held senior leadership roles within a number of industry sectors and worked for the Queensland, New South Wales and Victorian governments.</p> <p>Philip is also a marine biologist and zoologist and has worked extensively in natural resource management both as a scientist and policy maker.</p>
<p><b>Peter Grant</b> Queensland Government Chief Information Officer (3 April 2012–20 May 2013)</p>	<p>Peter Grant was appointed Queensland Chief Information Officer in April 2012 and concluded this role on 20 May 2013.</p> <p>With extensive experience spanning public and private sector roles, Peter's 35-year IT career highlights include:</p> <ul style="list-style-type: none"> <li>• being a founding Director of Consulting for Gartner Asia Pacific</li> <li>• co-founding technology start up OZONE Systems</li> <li>• consulting to federal government</li> <li>• working as Queensland State Director for Microsoft.</li> </ul> <p>Peter is an adjunct professor of information systems with the University of Queensland and Queensland University of Technology, and a Fellow of the Australian Computer Society.</p>
<p><b>Dr Geoff Garrett AO</b> Queensland Chief Scientist FTSE PrEng</p>	<p>Dr Geoff Garrett was appointed Queensland Chief Scientist in January 2011 to provide high-level, strategic advice to the Queensland Government on the role of science, research and innovation in achieving the government's priorities.</p> <p>A Cambridge graduate in metallurgy and an academic for 13 years, Geoff led two of the world's major national research institutions – CSIR in South Africa (1995–2000) and CSIRO in Australia (2001–2008). A former South African 'Engineer of the Year' (1999), he is a recipient of the Centenary Medal for service to Australian society through science. In June 2008 he was appointed as an Officer of the Order of Australia (AO) in the Queen's Birthday Honours List.</p>
<p><b>Dr Christine Williams</b> Assistant Director- General, Science Delivery Division</p>	<p>Dr Christine Williams is the Assistant Director-General of the Science Delivery Division in the Department of Science, Information Technology, Innovation and the Arts (DSITIA). Christine has led the Science Delivery Division, in DSITIA and the former Department of Environment and Resource Management and Environment Protection Agency, since March 2007. In this role, Christine's focus has been on improving the use of science to inform policy and decision-making both within DSITIA and elsewhere in government and the community.</p> <p>Prior to her current position, Christine held a number of senior positions in Queensland Treasury, including Director of Economic Policy and Assistant Government Statistician (Economics). In these positions, again a focus of her work was to improve the use of information in policy and decision-making.</p>

### 3. Our corporate governance

<p><b>Darren Crombie</b> Deputy Director-General, Innovation and Science Development Division</p>	<p>Darren Crombie is Deputy Director-General, where he is responsible for a group that connects business, innovation, science and technology to improve Queensland's productivity growth and create jobs. The group focuses on removing barriers to innovation, commercialisation and business growth, profiling Queensland's science, research and innovation capability, creating networks, and leveraging existing investments and infrastructure.</p> <p>Prior to this Darren held senior positions in the former Department of Employment, Economic Development and Innovation and the Department of Local Government and Planning where he was responsible for business innovation, infrastructure and strategic planning and regionalisation work.</p> <p>He was formerly a senior executive with the federal government and represented Australia on UN and APEC bodies, and was the Australian Capital Territory president of his professional association. Darren holds degrees in regional and town planning and public administration. He is a member of the Australian Institute of Company Directors.</p>
<p><b>Andrew Spina</b> Deputy Director-General, Government ICT Division BSc (Comp.)</p>	<p>Andrew Spina transitioned to the role of Deputy Director-General of the Government ICT Division of the Department of Science, Information Technology, Innovation and the Arts in April 2012. He performed a similar role from April 2011 in the former Department of Public Works.</p> <p>In his current role, Andrew has responsibility for information and communication technology (ICT) service delivery and ICT reform within the Queensland Government. Andrew provides strategic leadership to CITEC, Smart Service Queensland, Queensland State Archives and ICT Strategic Sourcing Office.</p> <p>Andrew previously led the delivery of ICT services for various government departments, most recently, as Chief Information Officer, Department of Communities.</p> <p>Andrew has had extensive experience in forming and leading ICT service organisations for multiple agencies and directing significant business and technology transformation programs in addition to over 29 years of experience in information and communication technology service delivery.</p>
<p><b>Mike Burnheim</b> Assistant Director-General, Shared Services Division BA, MSocSC (Australian Government)</p>	<p>Mike Burnheim is Assistant Director-General of the Shared Services Division in DSITIA. Since 2003, Mike has played a leading role in the whole-of-government Shared Service Initiative that transformed corporate service delivery in the Queensland Government. In March 2003, Mike was appointed to lead the Shared Service Implementation Office and in 2006, was appointed as the Managing Director of the Shared Service Agency.</p> <p>Mike has five years private sector experience and 30 years experience in the public sector (with 22 of these in a corporate services environment). Previously heading the successful Corporate Administration Agency within Arts Queensland, he has also worked for Queensland Treasury, the Public Sector Management Commission and the Office of the Cabinet within the Department of the Premier and Cabinet. Mike is a member of the Institute of Public Administration.</p>
<p><b>Evan Hill</b> Acting Deputy Director-General, Arts Queensland (21 January 2013 to present)</p>	<p>As acting Deputy Director-General, Evan Hill is responsible for providing advice to the Director-General and Minister on arts and cultural policy, managing arts funding and capital programs. He works collaboratively with statutory bodies and companies in the arts portfolio and the wider arts community to support quality arts and culture.</p> <p>Throughout his 24 year career as a public servant, Evan has undertaken a number of senior leadership roles with his most recent career highlight being the development and release of the Cultural Precinct Strategy. Evan also completed his Executive Masters of Public Administration in June 2013.</p>



## Governance framework

The Board of Management (BOM) is the department's principal policy-setting and decision-making authority and supports the Director-General in his role as the department's accountable officer for ensuring the department implements an appropriate governance framework. The Assistant Director-General, Shared Services Division, is the custodian and champion of the *Corporate Governance Framework*.

The *Corporate Governance Framework* for the Department of Science, Information Technology, Innovation and the Arts is based on principles of best practice public sector governance as outlined in the *Public Sector Governance Better Practice Guide*, Australian Audit Office and the Australian Public Service Commission *Building Better Governance Guide*.

The framework outlines the principles, elements and mechanism used by the department to support a focus on effective governance through strong leadership, responsible and ethical decision-making, management and accountability, and performance improvement.

## Governance committees and boards

The leadership and accountability model for the department forms part of the DSITIA Corporate governance framework and illustrates the accountability mechanisms in place to effectively control business activities.

BOM supports decision-making to:

- oversee the implementation of programs and policies
- monitor performance and reporting requirements
- review risk mitigation strategies
- review the implementation of recommendations from management and audit reports to improve business processes and work practices.

BOM is supported by four governance committees and one sub-committee established to support the Director-General in the effective discharge of legislative accountabilities. The governance committees also support opportunities for developing leaders to promote a performance culture and facilitate relationship-building and communication.

### 3. Our corporate governance

Committee name
<b>Board of Management (BOM)</b>
Members and purpose statement
<ul style="list-style-type: none"> <li>Executive team</li> </ul> <p><b>Additional members</b></p> <ul style="list-style-type: none"> <li>Chief Information Officer (CIO)</li> <li>Chief Finance Officer (CFO)</li> <li>Executive Director, Human Resources, Executive and Administrative Services</li> </ul> <p>BOM meets monthly and is the primary governance body of the Department of Science, Information Technology, Innovation and the Arts. It is led by the Director-General who is the accountable officer. As well as the decision-making responsibilities, BOM is informed about sub-committee outcomes in order to facilitate effective corporate governance.</p>

The DSITIA Renewal Portfolio Board was established in June 2013 to govern the implementation of the five renewal programs across the department at a strategic level. Board membership comprises of all divisional heads and an external expert who will provide recommendations to resolve program issues and help mitigate risks.

Committee name
<b>Audit and Risk Management Committee</b>
(Independent of Board of Management)
Members and purpose statement
<ul style="list-style-type: none"> <li>Kathy Dunning, Deputy Director-General, Corporate Services, Department of Communities Child Safety and Disability Services</li> <li>Andrew Garner, Director-General, DSITIA</li> <li>Andrew Spina, Deputy Director-General, Government ICT Division, DSITIA</li> <li>Mike Burnheim, Assistant Director-General, Shared Services Division, DSITIA</li> </ul> <p><i>External members</i></p> <ul style="list-style-type: none"> <li>Marita Corbett, Partner, Risk Advisory Services, BDO (Qld) Pty Ltd, External Member (Chair) – paid as per agreed rates</li> </ul> <p>The Audit and Risk Management Committee is directly responsible to, and supports the Director-General in the effective discharge of legislative accountabilities.</p> <p>The role of the committee is to provide independent assurance and assistance to the Director-General on:</p> <ul style="list-style-type: none"> <li>the risk, control and compliance frameworks</li> <li>the agency's external accountability responsibilities as prescribed in the <i>Financial Accountability Act 2009</i> and the <i>Financial and Performance Management Standard 2009</i>.</li> </ul> <p>The committee does not replace or replicate established management responsibilities and delegations, the responsibilities of other executive management groups within DSITIA, or the reporting lines and responsibilities of either internal audit or external audit functions.</p> <p>The committee meets a minimum of four times a year to provide advice about audit and risk management matters.</p>

**Committee name****People Committee****Members and purpose statement**

- Assistant Director-General, Shared Services Division (Chair)
- Director-General (ex officio member)
- Deputy Director-General, Innovation and Science Development Division
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Science Delivery Division
- A/Deputy Director General, Arts and Culture Services Queensland
- Executive Director, HR, Executive and Administrative Services
- Director, Human Resources
- General Manager (or equivalent) on a rotating basis

The People Committee meets bi-monthly to advise the Director-General on human resources and workplace health and safety policy, strategies and practices.

It is responsible for driving change and critically reviewing performance to ensure compliance with relevant legislation, directives and strategic objectives within the department.

**Committee name****Finance Committee****Members and purpose statement**

- Deputy Director-General, Innovation and Science Development Division (Chair)
- Director-General (Ex officio member)
- Deputy Director-General, Arts and Culture Services Division
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Shared Services Division
- Assistant Director-General, Science Delivery Division
- Chief Finance Officer
- Director, Innovation and IP Policy Services

The committee meets monthly to consider financial performance, financial policy development, savings initiatives, funding pressures and strategic procurement issues.

**Board name****DSITIA Renewal Portfolio Board****Members and purpose statement**

- Director-General (Chair)
- Assistant Director-General, Shared Services Division
- Deputy Director-General, Innovation and Science Development Division
- Deputy Director-General, Government ICT Division
- Assistant Director-General, Science Delivery Division
- A/Deputy Director General, Arts and Culture Services Queensland
- Queensland Government Chief Technology Officer
- Chief Finance Officer
- 1 x external expert

The primary role of the DSITIA Renewal Portfolio Board is to identify and provide recommendations to resolve interdependent program issues, and govern the running of the programs and projects at a strategic level.

### 3. Our corporate governance

Committee name
<b>Workplace Health and Safety (WHS) Sub-Committee</b>
Members and purpose statement
<ul style="list-style-type: none"><li>• Assistant Director-General, Shared Services Division (Chair)</li><li>• Assistant Director-General, Science Delivery Division</li><li>• Deputy Director-General, Arts Queensland</li><li>• General Manager, Smart Service Queensland</li><li>• General Manager, Queensland Shared Services</li><li>• General Manager, Centre for Information Technology and Communication (CITEC)</li><li>• Director, Human Resources</li></ul> <p>The WHS Sub-Committee meets on a quarterly basis. The committee advises the People Committee and the Director-General about workplace health and safety plans, policies, strategies, and work practices and ensures a strategic focus in relation to workplace health and safety management as well as ensuring compliance with legislation, directives, and policies and effective operation of the department's Safety Management System (SMS).</p> <p>The committee also monitors performance and risk management and proposes improvements for workplace health and safety issues.</p>

Committee name
<b>Information Steering Committee</b>
Members and purpose statement
<ul style="list-style-type: none"><li>• Assistant Director-General, Shared Services Division (Chair)</li><li>• Director-General (Ex officio member)</li><li>• Assistant Director-General Science Delivery</li><li>• General Manager, Smart Service Queensland</li><li>• General Manager, Queensland Shared Services</li><li>• Executive Director, Arts Queensland</li><li>• General Manager, Science Capability, Innovation and Science Development</li><li>• Chief Information Officer</li><li>• Queensland Government Chief Information Officer representative</li></ul> <p>The committee meets monthly as a sub-committee of the Board of Management. The committee governs ICT investments for DSITIA and the performance of the departmental ICT portfolio. The ISC provides strategic leadership and direction for the ICT portfolio, makes decisions and prioritises ICT investments and provides ongoing governance and management of the portfolio.</p>

## Audit arrangements

Internal Audit is an integral part of the *Corporate Governance Framework* by which the department maintains effective systems of accountability and control.

The focus of Internal Audit is to continually assist the department in accomplishing its objectives. Internal Audit brings a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes and to ascertain whether operations provide reasonable assurance that business requirements will be effectively achieved in an efficient and economical manner.

Internal Audit has independent status and to ensure this independence the Head of Internal Audit is responsible to and has direct access to the Director-General and the Audit and Risk Management Committee. The Audit and Risk Management Committee meets on a quarterly basis and operates with due regard to Queensland Treasury and Trade's best practice Audit committee guidelines.

Internal Audit operates in accordance with its charter, under the powers pursuant to Section 61 of the *Financial Accountability Act 2009* and Part 2 Division 5 of the *Financial and Performance Management Standard 2009* with regard to the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Internal Audit works in accordance with a strategic and annual plan approved by the Director-General. The annual plan is developed with regard to the risk assessment for each area of operations and provides an effective and regular risk-based review of all facets of the operations of the department having regard to the functions and duties imposed upon the Director-General.

During 2012–13, Internal Audit:

- prepared a comprehensive, risk-based annual audit plan and strategic audit plan
- delivered risk-based assurance audits and advisory reviews in accordance with the 2012–13 annual audit plan
- assisted the Queensland Audit Office (QAO) with the audit of the department's financial statements
- monitored the implementation of internal audit and QAO audit recommendations made to ensure they had been actioned by management
- provided professional and timely advice to management.

## Risk management

Since its formation in April 2012 the department has successfully established a risk management system that recognises risk management as a key component of effective corporate governance. The newly established system provides a consistent approach to managing strategic and operational risk across the department, which closely aligns with the *Corporate Governance Framework* to enhance decision making and strengthen reporting capabilities.

To manage risk effectively and conform with legislative obligations prescribed in the *Financial Accountability Act 2009* the system aligns with the international standard AS/NZS ISO 31000:2009: *Risk management – principles and guidelines and the Queensland Treasury and Trade's A guide to risk management*.

The DSITIA Audit and Risk Management Committee acts as a forum for risk management and oversees its planning, monitoring and reporting processes.

The committee met five times and paid \$3,201 remuneration to external board members in the 2012–13 financial year. Achievements for the committee include:

- establishment of the *Audit and Risk Management Committee charter*
- endorsement of the *2012–15 Strategic and Annual Internal Audit Plan*
- the continuation of a stringent approach to the follow-up of audit recommendations



### 3. Our corporate governance

- consideration of all audit recommendations by the QAO, including performance audit recommendations
- the review of the 2011–12 financial statements and recommended signing by the Chief Finance Officer and Director-General
- endorsement of the *DSITIA Risk management policy and framework* prior to seeking the Director-General's approval
- noting of the DSITIA risk management reports for 2012–13 and development of a DSITIA assurance map.

#### Ethics and code of conduct

The *Code of Conduct for the Queensland Public Service* (the code) is approved under the *Public Sector Ethics Act 1994* and came into effect on 1 January 2011.

The code sets out the standards of behaviour and expressly applies to all departmental employees and any volunteers, students, contractors, or consultants who perform work in any capacity for the department.

In 2013, the department implemented a *Code of conduct and ethics* intranet section providing information on ethical decision making and links to an online Code of Conduct training package and relevant legislation. Further information includes:

- recording contact with lobbyists
- prevention and reporting of fraud and corruption
- complaints management.

A series of training programs are available online to educate managers and staff on how they can implement the code of conduct into their everyday practices. The programs provide education and training in public sector ethics, the code, professional obligations and ethical conduct, harassment and discrimination, and diversity matters.

The programs are delivered as:

- management training – cultivating positive workplaces
- employee training – supporting positive workplaces.

The positive workplaces training, provides managers and employees with skills and confidence to ensure workplace negativity is eliminated and promote a positive, healthy, safe and productive workplace for their staff.

Administrative procedures and management practices within the department are consistent with the Act, the ethics principles, values, and the standards of conduct expected of employees as set out in the code.

#### Information systems and recordkeeping

DSITIA has established a recordkeeping business area to oversee the recordkeeping program for the department. The unit assists business areas in managing information more effectively to enable better information sharing practices and the sourcing of information to support legislative requirements of the *Right to Information Act 2009*.

The recordkeeping program includes the implementation of policies, procedures and tools to enable compliance with the *Public Records Act 2002*. Where recordkeeping is supported internally, the department utilises TRIM as its recordkeeping system.

Recordkeeping-related policies highlight the responsibilities of the department and assign responsibilities to specific positions in order to ensure that records are managed throughout their lifecycle. The department has an existing disposal program in place for records disposed of under the General Retention and Disposal Schedule (GRDS), with a view to developing a core business Retention and Disposal Schedule (RDS) in the near future.

Currently the department's records are predominantly paper based.