

Executive Leadership Team

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 information

This document is controlled by the Strategy and Governance Branch.

Vision history

Version	Action	Author	Date
1	New Terms of reference	Strategy and Governance	12/03/2024
2	Updated membership	Strategy and Governance	04/12/2024
3	Updated secretariat	Strategy and Governance	19/02/2025

Approval

Brigita Cunningham Acting Director-General	Approved by DG via ELT decision Date: 19 / 02 / 2025
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Review

This document will be reviewed annually, in circumstances of major organisational change or at the request of the Director-General.

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1. Terms of Reference

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

2. Purpose

- 2.1 The purpose of ELT is to support the Director-General in discharging their accountabilities as accountable officer under the [Financial Accountability Act 2009](#), as Chief Executive under the [Public Sector Act 2022](#), and in setting DoJ's strategic direction and the expected behaviours required for the efficient and effective delivery of services with a healthy and high-performing workforce.
- 2.2 The ELT does not replace or replicate delegated management responsibilities or the reporting lines within the Department.

3. Responsibilities

- 3.1 The responsibilities of ELT include:
- 3.1.1 approving department-level strategies, plans and policies;
 - 3.1.2 ensuring the department is responsive to evolving community and stakeholder needs and government priorities;
 - 3.1.3 driving priorities in organisational culture, workforce capability, staff recruitment and retention, and work health, safety and wellbeing;
 - 3.1.4 overseeing departmental performance, strategic planning, policy setting, risk management and resource allocations that align to the department's strategic priorities;
 - 3.1.5 maintaining positive relationships with Judicial and Statutory and Independent Officers within the Justice Portfolio;
 - 3.1.6 ensuring effective consultation and coordination with other government agencies to deliver seamless government services and policy;
 - 3.1.7 reviewing, monitoring and directing the department's governance committees; and
 - 3.1.8 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 ELT members:
- valuing and upholding respect, integrity, and confidentiality;
 - recognising that members represent the whole of the department;
 - listening to understand and being solution-oriented;
 - being frank and fearless, respectfully, and constructively challenge areas of focus; and
 - being courageously open to new ideas and offering different perspectives.



5. Membership

5.1 Membership is as follows:

Standing Members (expected to participate)

- Director-General
- DoJ divisional leaders:
 - Deputy Director-General, Courts and Tribunals
 - Deputy Director-General, Harm Prevention and Regulation
 - Executive Director, Community Justice Services
 - Deputy Director-General, Justice Policy and Reform
 - Deputy Director-General, Portfolio Governance and Executive Services
 - Assistant Director-General, Corporate Services
- Crown Solicitor
- State Archivist, Queensland State Archives
- Chief Finance Officer, Corporate Services

Observers (invited to observe)

- Executive Director, Office of the Director-General

Secretariat

- Executive Director, Strategy and Governance.

5.2 The Deputy Director-General, Portfolio Governance and Executive Services, has a responsibility for representing, and information sharing with DoJ Statutory Authorities.

5.3 Additional members, observers or guests may be invited at the request of the Director-General.

5.4 A person acting in any of the above positions is considered an ELT member for the term of acting.

5.5 Proposals to use proxies to attend meetings on behalf of Members will need the agreement of the Director-General at least 48 hours prior to the meeting.

6. Secretariat

6.1 The Executive Director, Strategy and Governance, is responsible for ensuring the following services are provided to ELT and may invite a staff member to ELT meetings to assist with action items management and minute taking:

- 6.1.1 will review ELT meeting papers to confirm proposals are appropriate and provide necessary information for consideration and/or decision making;
- 6.1.2 will compile and distribute the meeting agenda and papers at least 48 hours prior to meetings, and take minutes of each meeting;
- 6.1.3 will ensure that electronic copies of all relevant documents (including agendas, papers and minutes) are saved in the department's approved document management system;
- 6.1.4 as a form of induction, provide to new members before their first meeting, the ELT terms of reference, DoJ governance committee structure and minutes of the last three meetings; and
- 6.1.5 provide guidance to the ELT sub-committee secretariats in developing their forward agendas and facilitate communication between committees.



7. Meetings

7.1 ELT will meet monthly or as required by the Director-General.

7.2 Meetings will be conducted at a place determined by the Director-General and be minuted.

7.3 Meeting decisions can only be made with the Director-General in attendance.

8. Out-of-session process

8.1 The Director-General 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 ELT members and seek Director-General approval and/or noting once all members have endorsed.

9. Minutes

9.1 Meeting minutes must be forwarded to members within two weeks of the meeting occurred.

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 decisions made out-of-session.

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

10. Subcommittees

10.1 ELT may create sub-committees at any time to perform specific tasks or responsibilities. Terms of Reference and reporting arrangements must be specified at the time of establishment.