

Board of Management

Terms of Reference

Purpose

The Department of Youth Justice and Victim Support's Board of Management (BoM) is established pursuant to the requirements of the *Financial Accountability Act 2009* and the Financial and Performance Management Standard 2019.

The purpose of BoM is to ensure alignment with whole-of-government priorities and objectives through proper, efficient and effective performance by the department and its divisions. BoM also exemplifies the department's commitment to growing its cultural capabilities.

Role of the Committee

The role of BoM is:

Strategy and Governance

- Setting the strategic direction of the department, and oversight of other significant supporting plans and strategies in accordance with Government policies and priorities.
- Ensuring the department's strategic plan and key priorities, and supporting plans and strategies are culturally responsive.
- Ongoing review of the governance of the department and promotion of good governance principles across the department.
- Ensuring adequate processes are in place to comply with legislative requirements.

Leadership and Collaboration

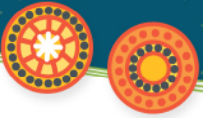
- Providing leadership of the department, including role modelling the values and behaviours expected of all employees and fostering an appropriate corporate culture consistent with the Queensland Public Service code of conduct.
- Developing a more culturally capable workforce and culturally responsive management practices and business processes.
- Promoting partnerships and collaboration between the department, other government agencies and non-government sectors in providing services to the community.

Performance and Evaluation

- Setting performance objectives and monitoring performance of the department.
- Promoting evaluation and improvement of the appropriateness, effectiveness and efficiency of organisational management and service delivery.

Resource Management

- Providing governance over the department's financial, human, intellectual and physical resources and determine strategies to manage key departmental pressures.
- Developing the department's financial strategies and monitor the department's performance against fiscal, staffing, equity and diversity targets.
- Prioritising resources and capabilities to deliver key strategies and programs.



Risk Management

- Overseeing risk management across the department, including risk stewardship, promoting a risk-aware culture and defining and promoting the department's risk appetite.
- Monitoring the strategic risk register to ensure the department's most significant risks are properly managed and appropriately considered in BoM briefing papers.
- Overseeing crisis management, disaster recovery and business continuity management frameworks.

Work Health and Safety

- Discharging responsibilities required in its designated role as the department's Work Health and Safety Committee.
- Resolving work health and safety issues escalated to it by the Work Health and Safety Management Committee.

First Nations Participation

- Supporting the department's commitment to reframe the relationship with Aboriginal and Torres Strait Islander people through greater inclusion, cultural competency, respect, and enhanced relationships.

Role and responsibilities of the Chair

The Chair is responsible for ensuring BoM and its members deliver on their roles and responsibilities in accordance with this Terms of Reference. The Chair:

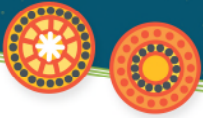
- prepares agendas and requests papers for BoM meetings with support from the Secretariat;
- promotes a culture of openness and debate by facilitating contributions from each member; and constructive relations between the members;
- facilitates effective, informed and evidence based decision making by BoM;
- provides leadership and direction to ensure BoM maintains a strategic focus; and
- ensures meetings are accurately minuted, decisions and actions are recorded, and actions are completed as expected.

Role and responsibilities of members

Members are expected to collectively employ their skills, experience and knowledge of the department, beyond that of their business group responsibilities, to enable them to discharge their role effectively.

Members are also expected to:

- prepare for meetings by reading material distributed in advance;
- support the decisions made by BoM;
- provide strategic input and advice to support BoM decision making; and
- attend a minimum of 75% meetings annually and avoid successive absences where possible.



Members

Director-General (Chair)

Deputy Director-General, Youth Justice (Deputy Chair)

Deputy Director-General, Corporate

SED Workforce and Practice Reform

SED Youth Detention Operations and Reform

SED Regions and Statewide Services

SED Strategy and Performance

SED Victim Support

First Nations representative

A person relieving in the position held by a BoM member is a member of BoM for the terms of the relieving arrangement.

Advisors

Chief Finance Officer

Chief Human Resources Officer

Guests

External representatives and subject matter experts may attend committee meetings on an as-needs basis when invited by a member with arrangements made through the Secretariat.

Attendance is in an advisory capacity to provide technical and content advice on issues being discussed.

Proxies

If a member cannot attend a meeting a request can be sent to the Chair, via the Secretariat, to send an acceptable proxy. The request must be made at least 24 hours prior to the meeting being convened.

Quorum

A quorum is constituted when more than half of the members or their proxies are in attendance, including the Chair. Once quorate, unanimous agreement is required amongst members for decision making.

If a quorum is unable to be formed, urgent issues may be addressed and referred to the Chair for decision-making.

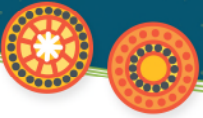
Decisions

BoM may reach, or may choose not to reach, the following resolutions:

NOTE – the members noted and/or discussed the matter.

RECOMMEND – the members recommended a course of action, for example, that a proposal be further developed prior to its return for further consideration.

APPROVE – the members approved the matter.



In the event members determine not to endorse or approve a matter, the decision is to be recorded with a recommendation outlining further actions as determined by the members.

Urgent matters may be considered out of session with the approval of the Chair. Out of session items require the agreement of all BoM members for the resolution to be passed. Should a member be unavoidably prevented from casting their vote, the Chair may agree that the resolution can be passed without that member's vote. Submission of a member's vote via electronic means is considered sufficient for the purposes of confirming out of session matters.

Conflicts of interest

Members must keep BoM advised, on an ongoing basis, of any interests that may potentially conflict with those of the Queensland Government or the department, and shall comply with all requirements, ethical and legal standards as expected of Queensland public service employees.

If a potential material conflict of interest arises, the member concerned shall advise the Chair prior to any meeting at which the issue is to be discussed.

Any potential interest must be recorded in the minutes of the meeting and reported in accordance with ethical and legal standards as expected of Queensland public service employees.

Frequency

BoM will meet monthly or as required by the Chair. Meetings will be conducted at a place determined by the Chair and will be arranged by the Secretariat. There is a preference for members to attend meetings in-person.

Extraordinary or emergency meetings may be convened as required by the Chair though such meetings are to be the exception rather than the norm. If the Chair is unable to perform their duties the position may be delegated to another member of BoM by the Chair.

Sub-committees

BoM may establish subcommittees which it may delegate any of its powers, duties, and responsibilities. At a minimum, the following requirements will be met for both subcommittees and working groups:

- a member of BoM must be appointed to lead the subcommittee;
- Terms of Reference are to be agreed by BoM;
- meetings of a sub-committee may be minuted if requested by BoM; and
- actions are to be recorded and tracked.

Meeting Protocols

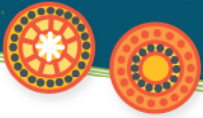
Ethics, confidentiality, and privacy

Members, guests and advisors must have regard to the Code of Conduct for the Queensland Public Sector, the *Public Sector Ethics Act 1994*, the *Information Privacy Act 2009*, and relevant legislative obligations with regards to confidentiality.

BoM members are always expected to:

- act with integrity including acting impartially, ethically and in the interests of the department; and
- focus on stewardship, using every opportunity to enhance the value of the department, its operations, assets, and institutions that have been entrusted to care.

Matters discussed remain confidential unless otherwise determined by the Chair.



Secretariat

Secretariat functionality will be provided by Governance and Strategy.

The Secretariat is responsible for maintaining a record of all minutes, papers, decisions, conflicts of interest and action items in the department's records management system in accordance with the requirements of the *Public Records Act 2002*.

The Secretariat will:

- coordinate the agenda in consultation with the Chair;
- call for submission and information papers ten (10) business days prior to the meeting for quality assurance;
- advise agenda items and papers are due by close of business six (6) business days prior to the meeting;
- distribute in electronic format all meeting documents, including submission papers, reports and minutes at least five (5) business days prior to meetings;
- prepare minutes and/or a list of decisions and actions arising from each meeting and notify relevant stakeholders of the BoM decisions which require their attention/actions;
- monitor and report on progress of all action items;
- circulate draft minutes within five (5) business days after each BoM meeting to BoM for review and approval at the following meeting;
- record all decisions and actions in line with appropriate recordkeeping procedures;
- review BoM processes and templates periodically to ensure they remain current and consistent with BoM requirements; and
- ensure papers are provided using the approved template.

All BoM queries are to go through the Secretariat: YJgovernance@youthjustice.qld.gov.au

Agenda items

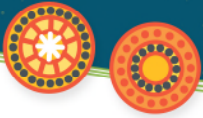
The BoM meeting agenda will comprise of the following topics as relevant:

- Standing agenda items
 - Welcome and opening of the meeting
 - Acknowledgement of Country
 - Attendees and apologies
 - Declaration of conflict of interest
 - Minutes and action items from previous meetings
- Strategic and governance matters
- Finance and capital matters
- People and culture matters
- Workplace Health and Safety
- Risk management and audit matters
- Operational matters
- Other business items.

A forward agenda register will be maintained by the Secretariat.

Committee performance

BoM will, on an annual basis, undertake a review of its performance, effectiveness, and its responsibilities to ensure that they remain appropriate for the strategic goals and business objectives of the department.



The Chair will implement a review which, subject to consultation with the BoM members, **may** include:

1. a collective review of the effectiveness of the activities undertaken by the BoM
2. individual performance review of members
3. opportunities for members to give private feedback to the Chair on the effectiveness of the BoM

Version history

No.	Summary of Changes	Date of Changes Completed
1	First issue	24/05/2024
1.01	Template update and clarification of document distribution for meeting	14/08/2024
2	Endorsed at BOM 29/08/2024	
3	Updated Terms of Reference	19/11/2024

Records File No.	XXXXXXX
Authorising officer	Director-General
Date of approval	
Effective	November 2024
Review date	As determined by the Board
Security classification	Unclassified
Office	Governance and Strategy, Corporate Services
Help Contact	YJgovernance@youthjustice.qld.gov.au