

# Demand and Resources Committee

## Terms of Reference

### Purpose

The purpose of the Demand and Resources Committee (DRC) is to provide advice to the Department of Youth Justice and Victim Support's (DYJVS) Board of Management as it relates to the impacts of demand and trends on DYJVS services and system performance. DRC oversees the allocation of Youth Justice resources and service responses to meet current and future demand.

Resources in this instance refers to finances, people, assets, data and digital resources.

### Role of the Committee

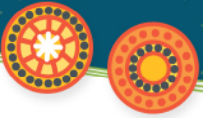
The role of DRC is to:

- consider the impacts of demand trends and the broader community safety direction on Youth Justice and Victim Support services and system performance
- consider the investment requirements and the allocation of resources to meet demand for current and future service responses
- use data insights to drive system and service design and planning
- consider the prioritisation of organisational resources including through consideration of:
  - current and projected demand on the organisation and associated resource requirements
  - strategic priorities including strategic and operational plans, Queensland Youth Justice Strategy 2024-28 and government priorities
  - key reports, programs, projects and risks related to resources
- direct and endorse resource planning, service design and delivery strategies, plans, assessments and reviews then monitor performance to ensure outcomes delivery
- identify and resolve any relevant emerging issues and trends relevant to its role
- address Queensland Government Enterprise Architecture (QGEA) governance requirements as appropriate
- endorse matters for escalation to the Board of Management.

### Role and responsibilities of the Chair

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

- prepares agendas and requests papers for DRC 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 DRC
- provides leadership and direction to ensure the DRC maintains a tactical focus
- 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 DRC
- provide strategic input and advice to support DRC decision making
- attend a minimum of 75% meetings annually and avoid successive absences where possible.

## Members

Deputy Director-General, Youth Justice (Chair)

Deputy Director-General, Corporate (Deputy Chair)

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 DRC member is a member of the DRC for the terms of the relieving arrangement.

## 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.

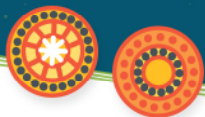
Attendance is in an advisory capacity to provide technical and content advice on issues being discussed.

## Proxies

If a member cannot attend a meeting an acceptable proxy is to attend. Notice is to be given to the Chair and Secretariat 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. Where an agreement could not be reached on a matter, DRC is to escalate the matter to the Board of Management.



## Decisions

DRC 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.

ENDORSE - the members endorsed a matter and referred it to another authority for further consideration or action (for example Board of Management).

APPROVE – the members approved the matter. \*

\* DRC can only approve matters if the member with the appropriate delegation is present and their decision is also to approve.

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 DRC 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

Any DRC member with an actual, perceived or potential conflict of interest regarding a matter being considered by DRC shall declare such conflict of interest and not vote on that issue unless the remaining members determine that the conflict is such that it will not impact or jeopardise due process and can be appropriately managed. All decisions made with respect to the management of the conflict of interest must be recorded.

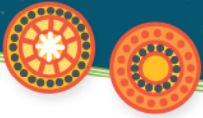
## Frequency

DRC will meet weekly or as required by the Chair. 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 DRC by the Chair.

## Subcommittees and working groups

DRC may establish subcommittees or working groups on an as-needs basis. At a minimum, the following requirements will be met for both subcommittees and working groups:

- a member of DRC must be appointed to lead the sub-committee or working group
- Terms of Reference are to be agreed by the DRC
- meetings of a sub-committee or working group may be minuted if requested by DRC
- actions are to be recorded and tracked.



## Secretariat

Secretariat functionality will be provided by Governance and Strategy.

- Papers, endorsed by the appropriate member, are to be provided by noon on Wednesdays.
  - Papers are to be provided using the approved template.
  - Late agenda items will be added as directed by a Deputy Director-General.
- Secretariat to prepare an agenda based on submitted papers and in consideration of a timetable of standing items which need to be provided at least once a month:
  - Risk Management update;
  - Youth Justice Performance Report;
  - Commissioning and Investment Dashboard;
  - People and Culture Update;
  - Finance Update;
  - Property and Infrastructure Update;
  - ICT Major Projects Update.
- Secretariat to provide agenda and papers to the Chair by close of business on Thursdays.
- Secretariat to send agenda and papers to members on Fridays.
- Secretariat to distribute accurate meeting minutes and actions list to members two (2) working days post meeting.
- Secretariat to record all decisions and actions in line with appropriate recordkeeping procedures.
- Secretariat to monitor and report on progress of all action items.

All DRC queries are to go through the Secretariat: [governance@youthjustice.qld.gov.au](mailto:governance@youthjustice.qld.gov.au)

## Committee performance

The following key performance indicators will be used to assess DRC performance:

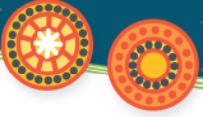
1. Percentage of papers receiving Board of Management approval after DRC endorsement
2. Percentage of Business items on the agenda for noting versus items requiring a decision
3. Average duration of meetings versus planned duration

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## Version history

No.	Summary of Changes	Date of Changes Completed
0.4	Updated Terms of Reference	19/11/2024

<b>Records File No.</b>	XXXXXXX
<b>Date of approval</b>	<Date the ToR was approved by BoM>
<b>Effective</b>	November 2024
<b>Review Date</b>	November 2025



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