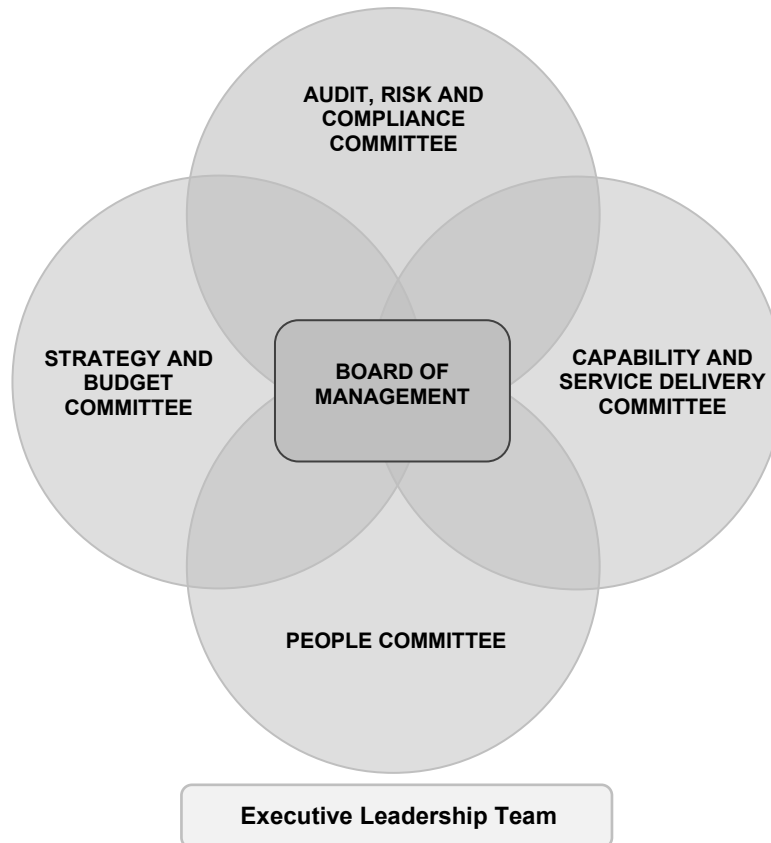


# Board and committees

The QFES governance structure comprises the:

- ◇ Board of Management (BoM)
- ◇ Audit, Risk and Compliance Committee (ARCC)
- ◇ Strategy and Budget Committee
- ◇ Capability and Service Delivery Committee
- ◇ People Committee.

The QFES governance committee structure at 30 June 2023 is as follows:



The department's committees support the Commissioner and BoM in managing their responsibilities of accountability, strategy, monitoring, policies, communication and resourcing. Each committee has a clear purpose that aligns with delivery of the strategic plan and is charged with monitoring performance of QFES in designated areas.

The governance committees are reviewed annually by the BoM to ensure their structure, membership and purpose continue to support the governance needs of the department.

During the reporting period, the governance committees underwent continuous improvement processes. The identified areas for improvement focus on the committees assisting the BoM to achieve the department's 2026 objectives as outlined in the strategic plan.

The governance committee structure is underpinned by the executive leadership influence, the capability and investment framework, strategic and organisational plans, support mechanisms and enablers, and explicit authority aligned with accountability and culture.

The governance structure is supported by the ELT comprised of the Commissioner, Deputy Commissioners, Assistant Commissioners and Executive Directors. The ELT cohesively drives achievement and actions towards the vision and priorities set by the Commissioner and drives direction, delivery and performance for QFES. The ELT collectively provides information, advice and support on strategy development, innovation and risk identification and raises implementation issues for discussion that are of a high enterprise risk or strategic consequence to the department.

## Audit, Risk and Compliance Committee (cont'd)

### Remuneration

The independent Chair, Sue Ryan, was paid \$13,062 (excluding GST) in remuneration for services provided in 2022–23 and independent members Glenn Poole and Debbie Best were paid \$2,800 and \$3,150 (excluding GST) in remuneration respectively for services provided in 2022–23.

### Meetings

In 2022–23, the committee met on five occasions with an additional meeting in August 2022 regarding the 2021–22 Financial Statements and Chief Finance Officer Assurance Statement.

A maximum of five committee meetings are held each calendar year plus an additional meeting in August to consider the financial reporting to inform the financial statements.

### Key achievements

In 2022–23, the committee's key achievements include:

- ◇ overseeing the internal audit program including endorsing and monitoring delivery of the internal audit plan and reviewing the findings and recommendations of internal audits and assessing the adequacy of QFES' management response
- ◇ monitoring the Queensland Audit Office (QAO) audit plan including oversight of the findings and recommendations
- ◇ overseeing the implementation of agreed recommendations from internal and external audit activities with a continued focus on the implementation of overdue and ageing recommendations
- ◇ overseeing the implementation of recommendations made by regulatory authorities such as the Crime and Corruption Commission (CCC), Coroner and the Office of the IGEM
- ◇ overseeing the implementation of recommendations from the RCNDA Report
- ◇ overseeing the implementation of relevant PSBA audit recommendations (following the disestablishment of PSBA)
- ◇ reviewing and endorsing the 2021–22 Financial Statements and Chief Finance Officer Assurance Statement and providing recommendations to improve clarity and transparency
- ◇ noting and monitoring the 2022–23 Financial Statements project plan and preparation
- ◇ noting current and future accounting standard changes, impacts and disclosure enhancements relating to Queensland Treasury's *Financial Reporting Requirements for Queensland Government Agencies*
- ◇ monitoring and reviewing financial controls and accounting matters
- ◇ undertaking a program of deep dives into enterprise risks including Supply Chain; Sustainability and Suitability; and Workforce Wellbeing
- ◇ reviewing and endorsing the QFES 2021–22 ISMS attestation for Commissioner approval (*Information security policy (IS18:2018)*: Policy requirement 5)
- ◇ overseeing key areas of compliance such as business continuity management and risk management and providing recommendations to ensure departmental officers are aware of their responsibilities under relevant legislation
- ◇ considering the appropriateness of the department's performance management and reporting systems and measures and provided recommendations to enhance metrics and insights enabling informed decision-making
- ◇ endorsing the *QFES Protective Security Strategy and Strategic Security Plan 2022/2023* with ongoing oversight of security risk assessments of QFES' critical assets and operations as part of QFES' security governance requirements under the *Queensland Protective Security Framework*.

## Board of Management

**Role** The BoM provides stewardship of QFES by providing advice and information to the Commissioner as the accountable officer for the department. The BoM assists the Commissioner with strategic leadership to meet QFES' objectives including the vision and purpose, and direction setting to ensure compliance and to improve performance. The Board provides direction and guidance along with oversight of the department's governance committees.

**Membership**

- ✧ Greg Leach, Commissioner (Chair)
- ✧ Mike Wassing, Deputy Commissioner, Readiness and Response Services
- ✧ Adam Stevenson, Deputy Commissioner, Strategy and Corporate Services (Acting)
- ✧ Joanne Greenfield, Deputy Commissioner, Capability and State Services (Acting)
- ✧ Stephen Smith, Deputy Commissioner, Fire and Rescue Service (Acting)
- ✧ Jennifer Robertson, independent member.

*Joanne Greenfield was appointed Deputy Commissioner, Capability and State Services (Acting) and member of BOM on 1 September 2022.*

*Stephen Smith was a member of BoM as Deputy Commissioner, Capability and State Services (Acting) for the period 5 March 2022 to 7 September 2022 and as Deputy Commissioner, Fire and Rescue Service (Acting) commencing 27 February 2023.*

*Acting Deputy Commissioner Smith provided a handover to Acting Deputy Commissioner Greenfield from 1 to 7 September 2022.*

**Remuneration** The independent member, Jennifer Robertson, was paid \$6,900 (excluding GST) in remuneration for BoM member services provided in 2022–23.

**Meetings** The BoM meets every six weeks with additional meetings convened as required. During 2022–23, the BoM met on 12 occasions, including extra-ordinary meetings and workshops.

## Audit, Risk and Compliance Committee

**Role** The ARCC provides independent assurance and advice to the Commissioner and BoM in discharging responsibilities under the *Financial Accountability Act 2009*, *Fire and Emergency Services Act 1990*, *Disaster Management Act 2003* and subordinate legislation, in relation to the department's risk, internal controls, audit, performance management and compliance frameworks and systems.

In addition, ARCC assists in the discharge of annual financial management responsibilities as required under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

**Membership**

- ✧ Sue Ryan, independent Chair
- ✧ Debbie Best, independent member (appointed 24 August 2022)
- ✧ Mike Wassing, Deputy Commissioner, Readiness and Response Services
- ✧ Joanne Greenfield, Deputy Commissioner, Capability and State Services (Acting) (appointed 2 September 2022)
- ✧ David Hermann, Assistant Commissioner, South Western Region.

*Glenn Poole was an independent member for the period July 2017 to 31 August 2022.*

*John Bolger, former Assistant Commissioner, RFS was a member for the period 1 July 2019 to 2 September 2022.*

## **Strategy and Budget Committee**

The Strategy and Budget Committee provides stewardship of finance, investment and budgetary related matters and oversight of the relevance and integration of strategy development and strategic alignment within QFES.

The committee oversees the department's financial and strategic investment planning and budget performance, and provides advice on effective strategy development, and the coordination of financial management and budget policy while seeking to foster a culture of fiscal responsibility.

## **Capability and Service Delivery Committee**

The Capability and Service Delivery Committee provides stewardship of the appropriate QFES capability and capacity to ensure service delivery is being responsive to the current and future community needs and expectations. The role of the committee includes fostering strategies and activities that promote a positive organisational culture, while seeking to achieve the objectives in the department's strategic plan whilst managing appropriate risk.

## **People Committee**

The People Committee assists the BoM in fulfilling its statutory, corporate governance and oversight responsibilities relating to the people, safety and culture of the department. The committee fosters strategies and activities that promote a positive, diverse and safe organisational culture, aligned to the department's values of respect, integrity, courage, loyalty and trust.