Information Sheet 2.7 - Management Committees

Introduction

Management committees are established to assist the accountable officer or statutory body in the management of agency operations through the provision of advice and direction appropriate to the nature, range and scope of an agency's activities. Through the assistance and advice provided by the various committees, management will be better equipped to deliver agency services in the most efficient, effective and economical manner.

This Information Sheet is intended to assist agencies in the establishment and operation of committees to assist the accountable officer or statutory body in the management of agency operations.

Management committees

The need for management committees will be determined by the size and complexity of an agency's operations and services delivered, or by specific needs identified within the agency. In the case of smaller agencies, management committees may be tasked with multiple responsibilities (for example, audit and risk management).

Appointments to committees may be made in response to the need for professional, scientific or technical expertise that is sought by Government, with the appointee remunerated accordingly. In such instances, reference should be made to Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities.

Committees may be mandated by legislation, established on a permanent or temporary basis, or created to deal with agency specific issues or concerns. Examples include:

- audit committee
- business continuity
- ethical standards
- executive management committees
- finance and budget committee
- information technology review and development
- human resources (including occupational health and safety and workplace relations)
- operational specific committees, such as:
  - investment management
  - disaster and security (state and national)
  - community service / consultation, and
- risk management committee.
Operation of management committees

Agency management committees should be formed and run in a professional and business-like manner, through:

- determination of the committee’s terms of reference
- appointing appropriately skilled/knowledgeable committee members
- designating a committee chairperson
- establishing committee meeting guidelines, and
- preparing meeting agendas, minutes, reviewing agency operational and performance reports, and preparing regular reports to the accountable officer or statutory body.

Recommendations from management committees

Depending on the size, complexity or specific need, agencies may elect to establish an executive management committee that oversees and directs various agency committees, or establish a direct reporting link between the accountable officer or statutory body and agency committees.

Agency committees should report on a regular basis to the accountable officer, statutory body or executive management committee on specific operational matters that may have arisen during the course of agency operations. Where, in a committee’s opinion, any matter is considered significant or indicative of an unfavourable trend developing within agency operations, it is suggested that the accountable officer or statutory body be immediately informed, as well as the executive management committee (if appropriate).

Related resources

- Audit Committee Guidelines - Improving Accountability and Performance, Queensland Treasury

- Remuneration of Part-Time Chairs and Members of Government Boards, Committees and Statutory Authorities, Public Service Commission

- A Guide to Risk Management, Queensland Treasury

- Welcome Aboard: A Guide for Members of Queensland Government Boards, Committees and Statutory Bodies, Department of the Premier and Cabinet

(Note: Some of the general concepts outlined in the above documents may also be applicable to other management committees.)

Further information

If you have any questions concerning the Financial Accountability Handbook, please contact the relevant Business Branch of Treasury for your agency.

Alternatively, email the Financial Management Helpdesk with details of your query and a response will be provided:

- Email: fmhelpdesk@treasury.qld.gov.au