



# Terms of Reference—Risk Management Sub-Committee

## 1. Establishment

1. The National Red Imported Fire Ant Eradication Program (the Program) Steering Committee identified the need for a National Red Imported Fire Ant Eradication Program Risk Management Sub-Committee (Risk Sub-Committee) on 9 May 2018, as part of its commitment to the comprehensive governance and risk management of the Program.
2. This document articulates purpose, composition, terms of appointment, secretariat functions and primary responsibilities of the Risk Sub-Committee to support planning, management and implementation of the Program's Risk Management Framework.

## 2. Purpose

The Risk Sub-Committee has been established to provide assurance to the Program Steering Committee and cost-share partners about the suitability and relevance of the Program's risk management structures and arrangements. In doing so, the Risk Sub-Committee will:

- i. discharge its primary responsibilities as specified in Section 8
- ii. act on those matters for which it has been delegated responsibility by the Steering Committee
- iii. provide advice to the Steering Committee on all other matters within its scope of influence as referred to it by the Steering Committee, or as it deems appropriate.

## 3. Accountabilities

1. The Risk Sub-Committee is accountable to the Program Steering Committee. In discharging its accountabilities the Risk Sub-Committee has the authority to:
  - i. request the attendance of any Program personnel, excluding field contractors, at Sub-Committee meetings
  - ii. access information that is created, collected, stored, and managed by the Program with respect to workplace health and safety data, budget and expenditure, scientific trials, community engagement, treatment, surveillance, eradication, internal and external correspondence, policy and strategy documents, and statutory reporting information



- iii. seek advice from external parties including subject matter experts, as deemed necessary, by agreement between the Chair and the Steering Committee or its Chair
- iv. conduct meetings with any State Government agencies, and divisions within the Queensland Department of Agriculture and Fisheries as required
- v. consult directly with relevant Program officer(s) as required.

#### 4. Appointment of committee members

1. The Risk Sub-Committee comprises the following representatives (see Attachment A):
  - i. **Appointed members:** the Program Steering Committee shall appoint up to three of its members to the Risk Sub-Committee. Program Steering Committee members may be appointed via self-nomination given the appropriateness of their skills and/or experience in relation to the business conducted by the Risk Sub-Committee.
  - ii. **Self-nominated member:** the Chair of the Program Steering Committee is entitled to self-nominate as a member of the Risk Sub-Committee. Where the Chair does not self-nominate as a member, the Chair may nominate an additional external government representative who is suitably qualified; alternatively, the membership role can lapse until the time at which all Risk Sub-Committee membership is renewed as specified in section 5.
  - iii. **Expert advisor members:** the Program Steering Committee has the authority to nominate and appoint three additional members external to the Program:
    - one that is external to government to act in a specialist risk advisory role to the Risk Sub-Committee
    - one that is external to the Program and to the Department that has specialist skills and/or experience in risk management of publicly funded programs, and
    - one other with risk management skills relevant to the program
2. The Chair of the Risk Sub-Committee will be appointed by the Program Steering Committee from the external members of the Risk Sub-Committee.

#### 5. Appointment, rights and entitlements

1. Appointment of membership to the Risk Sub-Committee will be for a period of up to two years. Members are to remain until such time as a successor is appointed if this subsequent appointment is the result of a sitting member's job transfer or retirement. Exceptions to this requirement will occur in



instances where a member sustains traumatic injury, or serious illness / health complications, upon which time the affected party shall be immediately retired from membership. At such time the Program Steering Committee will decide whether to seek nominations from Steering Committee members to fill the vacancy, or retain a membership vacancy until such time as the retired member's term of appointment is complete.

2. The appointment of a successor is not required where membership has ceased due to an unresolved dispute or breach of funding agreement, and voluntary termination of the funding agreement. Under these conditions, it is at the discretion of the Program Steering Committee to decide to fill or maintain the vacancy.
3. Decisions should ideally be reached by consensus. If that is not possible, all members have the right to vote on the Risk Sub-Committee's decisions. Non-members who attend meetings by invitation of the Chair are entitled to observe and participate in deliberations at all Risk Sub-Committee meetings, although are not entitled to vote on decisions.
4. A proxy nominated by the member as assuming his/her role as a consequence of that member's absence due to temporary secondment or leave arrangements is to consult and report through to that member who is absent.
5. Out-of-pocket expenses for flights and accommodation, which are incurred by the external experts to the Risk Sub-Committee in the course of attending meetings, will be reimbursed at economy class fares and standard Queensland Government hospitality and accommodation allowances. Out-of-pocket expenses for flights, accommodation, and meal costs incurred by Program Steering Committee members appointed to the Risk Sub-Committee will not be reimbursed by the Program. Out-of-pocket expenses for flights and accommodation incurred by the Steering Committee Chair in the course of attending meetings will be reimbursed in accordance with contractual obligations.
6. Eligible external experts will be entitled to receive remuneration for time spent and expertise applied in preparing for and attending meetings of the Risk Sub-Committee. External experts will be engaged as consultants under a contract for services over a two year term. Remuneration for each external expert will be negotiated with guidance taken from the remuneration procedures for part-time chairs and members of Queensland Government bodies.

## 6. Meetings

1. The Risk Sub-Committee will meet no less than twice per year with the meeting schedule to be agreed upon at its first meeting following its appointment by the Program Steering Committee. Thereafter, the schedule of meetings is to be set at least 12 months in advance.
2. All notices of meetings shall be despatched by the Secretariat with the meeting agenda to be agreed upon between the Risk Sub-Committee Chair



and the Secretariat. Proposals for agenda items from members are to be submitted to the Secretariat, in the first instance, at least six weeks prior to the meeting date.

3. The Chair may invite relevant external individuals and Program personnel to attend meetings in an advisory or observational capacity only.
4. The meeting agenda and accompanying papers shall be distributed to the members at least five full working days prior to the meeting.
5. A quorum is constituted by a simple majority of Risk Sub-Committee members, and the Chair will preside over all meetings.

## **7. Secretariat**

1. The Secretariat to the Risk Sub-Committee will be provided by the Program. The Program will ensure all necessary resources are available for performance of the Secretariat function.
2. In consultation with the Chair, the Secretariat shall prepare and despatch notices of meetings, agendas, papers, and table relevant correspondence, reports and other information deemed necessary by the Risk Sub-Committee.
3. The Secretariat is responsible for the accurate transcription and despatch of all minutes and decisions arising from the Risk Sub-Committee's deliberations. Draft minutes are to be provided to the Chair no more than 10 business days following a meeting of the Risk Sub-Committee.
4. The Chair is required to provide feedback on draft minutes within 5 business days to ensure a final version of the minutes is despatched no more than 20 business days from the date of the meeting.

## **8. Primary Responsibilities**

1. The Risk Sub-Committee will provide assurance to the Program Steering Committee on the appropriateness of the Program's risk management arrangements. The Program Steering Committee has therefore delegated the Risk Sub-Committee with responsibility to:
  - i. oversee the development, subsequent review, and implementation of the Program's Enterprise Risk Management Plan and Risk Register
  - ii. review and consider the effectiveness of the Program's risk governance structures, namely
    - the Program's Enterprise Risk Management Policy (every two years)
    - the Program's Enterprise Risk Management Plan (annually)
    - the Program's Risk Register (ongoing)



- iii. consider the Program's Quarterly Risk Reports and Risk Exception Reports from time to time regarding:
    - the relevance and effectiveness of the Program's risk management practices, compliance activities, and risk controls
    - the appropriateness of existing compliance activities and risk controls in relation to the Program's risk profile and appetite
  - iv. consider and recommend to the Steering Committee Program-related audits, consider audit reports and monitor progress in management responses.
2. The Risk Sub-Committee shall provide advice and make recommendations to the Program Steering Committee.
  3. The matters addressed in 8.1 above are not intended to limit the scope of advice the Risk Sub-Committee is to provide. Where necessary, the Risk Sub-Committee shall first seek approval from the Steering Committee if it foresees a necessity to act outside of these terms of reference for any reason.

## 9. Review and amendment

1. These Terms of Reference will be reviewed annually by the Program Steering Committee to ensure that Risk Sub-Committee's activities are aligned with its primary objectives and responsibilities.
2. Amendments to these Terms of Reference may be proposed by the Chair and members of the Risk Sub-Committee, and are to be submitted to the Steering Committee for its approval.
3. Proposed amendments may be incorporated following the annual review of this Terms of Reference.

## Appendix A

Member Type	Source of Appointment
Chair	Selection by the Steering Committee - from the external members appointed by the Steering Committee



Appointed member	Steering Committee representative (x 3)
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Self-appointed member (optional)	Chair of the Program Steering Committee (optional) or external government nominee made by the Chair of the Program Steering Committee and approved by the Steering Committee
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External member	Non-government: specialist risk management practitioner nominated by the Program and or other source appointed by the Steering Committee
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External member	Government: specialist risk management / audit practitioner nominated by the Program and appointed by the Steering Committee
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**Last updated:** 16 Oct 2020