

Corporate Governance Framework



Contact:

Governance, Strategy and Planning
PO Box 15033, City East QLD 4002.

Telephone: (07) 3055 2844

Email: GSP@qed.qld.gov.au

<https://qed.qld.gov.au/>

<https://www.data.qld.gov.au/>

© The State of Queensland (Department of Education) 2022. Published by the Department of Education, October 2022, 30 Mary Street, Brisbane QLD 4000.

ISSN 2200-9051

Licence

This Corporate Governance Framework Document is licensed by the State of Queensland (Department of Education) under a Creative Commons Attribution (CC BY) 4.0 International licence.

CC BY Licence Summary Statement

In essence, you are free to copy, communicate and adapt this document as long as you attribute the work to the State of Queensland (Department of Education). To view a copy of this licence, visit <https://creativecommons.org/licenses/by/4.0/>

Attribution

Content from this report should be attributed as: The State of Queensland (Department of Education) Corporate Governance Framework

Introduction

The Department of Education (DoE) *Corporate Governance Framework* (the framework) sets out standards of accountability and transparency that is expected of our department. It outlines the elements and practices we use for effective governance.

The framework recognises the need for continual performance improvement and better service delivery, balanced with the need to meet corporate obligations and legislative requirements.

We must continually evolve governance arrangements to ensure that service delivery objectives are met effectively, efficiently and transparently.

Accordingly, we review the framework at least annually to reflect changes to our strategic priorities, structural alignment, and current best practice.

We have a duty to carry out activities according to required practice, and with the objectives of Queensland students, parents, community, industry and stakeholders in mind.

This framework will help us to assess the strengths and weaknesses of current practice, and to continually improve so that our stakeholders have ongoing confidence in our commitment to deliver quality services to Queenslanders.

Contents

Introduction	3
Corporate governance	6
Performance	6
Accountability	6
Principles	7
Values	7
Governance elements	8
Governance practices	9
<i>Strategic Plan</i>	9
<i>Annual Report</i>	9
<i>State Budget</i>	9
<i>Legislation</i>	10
<i>Charter of Fiscal Responsibility</i>	10
<i>Integrity Act 2009 (Qld)</i>	10
<i>Public Service Act 2008 (Qld) and Directives</i>	10
<i>Public Sector Ethics Act 1994 (Qld)</i>	10
<i>Industrial agreements, awards and guidelines¹</i>	10
<i>Public Interest Disclosure Act 2010 (Qld)</i>	11
<i>Public Records Act 2002 (Qld)</i>	11
<i>Parliamentary Education, Employment and Training Committee</i>	11
<i>Organisational structure¹</i>	12
<i>Policy and Procedure Register</i>	12
<i>Delegations and authorisations</i>	12
<i>Governance committees¹</i>	12
<i>Governance calendar¹</i>	12
<i>Long-Term Financial Management Framework</i>	12
<i>Operational plans¹</i>	13
<i>Specific purpose plans¹</i>	13
<i>Corporate Procurement Plan</i>	13
<i>Internal controls¹</i>	13
<i>Enterprise Risk Management Framework</i>	13
<i>Continuity, Disaster and Emergency Management Framework</i>	13
<i>Performance Improvement and Accountability Framework</i>	14
<i>School Planning, Reviewing and Reporting Framework¹</i>	14
<i>Health, Safety and Wellbeing Management Strategy</i>	14
<i>Capability and Leadership Framework</i>	14
<i>Open Data Strategy</i>	14
<i>Evaluation Strategy</i>	15
<i>Internal audit¹</i>	15
<i>External reviews and accountability</i>	15
<i>Code of Conduct for the Queensland Public Service</i>	15

<i>Student Code of Conduct</i>	15
<i>Mandatory induction program</i> ¹	16
<i>Performance agreements</i>	16
<i>Professional development</i> ¹	16
<i>Individual employee grievances</i>	16
<i>Working for Queensland</i>	16
<i>Australian Early Development Census</i>	16
<i>Education statistics and information</i>	17
<i>Enterprise portfolio and planning</i> ¹	17
<i>State Schools Improvement Strategy</i>	17
<i>State Schools Resourcing Framework</i>	17
<i>Digital Strategy 2022-26</i>	17
<i>Waste Reduction and Recycling Plan 2019-2022</i>	17
<i>Management Foundations Program</i> ¹	18
<i>Queensland Government Statistician's Office</i>	18

Corporate governance

The framework is based on best practice public sector governance, and identifies the practices that drive and support good governance.

The [Financial and Performance Management Standard 2019](#) defines Governance, for a department or statutory body, is the way the department or statutory body manages the performance of its functions and operations.

Good governance has two main elements:

Performance

How we use governance arrangements to contribute to our overall performance and the delivery of outcomes:

- to improve results by effective use of performance information
- for more equitable and cost-effective learning outcomes due to efficient use of resources
- to increase the value of our business using a cycle of continuous improvement.

Accountability

How we use governance arrangements to ensure that we meet the requirements of the law, regulations, published standards and community expectations:

- to fulfil obligations and legislative requirements in the best interests of our customers
- with clear procedures, roles and responsibilities to ensure confidence in our decisions and actions
- to act impartially and ethically to meet community expectations of integrity, transparency and openness.

The framework provides a balance between performance and accountability to ensure that we achieve better results, use resources in the best and most efficient ways, capture opportunities to add value to DoE's public assets, act with integrity and ethically in the best interests of our customers, and that

decisions are supported by transparent and clear roles, responsibilities and procedures.

Principles

The framework is underpinned by the six foundation principles of public sector governance defined by the [Australian Public Service Commission](#).

- **accountability** — being answerable for decisions and having appropriate mechanisms in place to ensure the agency adheres to all applicable standards
- **transparency and openness** — having clear procedures, roles and responsibilities for making decisions and exercising power
- **integrity** — acting impartially, ethically and in the interests of the agency
- **stewardship** — using every opportunity to enhance the value of the public assets and institutions that have been entrusted to the agency's care
- **efficiency** — ensuring the best use of resources to further the aims of the organisation
- **leadership** — achieving an agency-wide commitment to good governance through leadership.

Values

The [Queensland public sector](#) has five organisational values to support the goal to be a high performing, impartial and productive workforce that puts customers, the people of Queensland first.

These values are embedded into the framework to make sure that governance practices are consistent with the behaviours that we value.



Governance elements

Seven inter-related elements guide our practices:



Direction — shared understanding of our purpose and priorities through collaboration and effective planning and resource allocation



Expectations — agreed performance expectations through effective communication and best practice management



Delivery — quality customer-focused service delivery through effective resource management, monitoring, review and reporting



Improvement — enhance organisational performance through review, intervention, capability-building and internal control mechanisms



Risk management — regularly assess and respond to risks and opportunities as a part of our daily activities



Responsibilities — accountability and transparency for decisions through legislative compliance, information management, evaluation and corporate reporting



Alignment — functions, structures and culture that support our organisational goals through quality leadership, a clear line of sight, role clarity and empowered staff.



Governance practices

The framework is implemented through strategies, policies, processes and resources that provide ongoing confidence in the integrity of our services.

These practices have been mapped against the seven governance elements to ensure our practices are rigorous and robust.

More detailed information about governance practices is accessed directly through the hyperlinks provided.

[Strategic Plan](#)

Sets the department's direction and communicates purpose, priorities, outcomes, values, and performance measures of success.

Performance reviews are embedded into strategic planning processes and provide performance information for improving service delivery and promoting system improvement.

[Annual Report](#)

Demonstrates performance to Parliament and the community. Contents are informed by the [Financial and Performance Management Standard 2019](#) and the [annual report requirements for Queensland Government agencies](#).

[State Budget](#)

Information on resources allocated to support our direction and priorities, including performance targets for the coming financial year and performance achieved for the previous financial year.

A Data Dictionary explains the data that is published in the State Budget.

Internal budget processes ensure resources are managed within fiscal constraints. Resource planning allocation and reporting is consistent with Queensland Treasury's [Financial Accountability Handbook](#).

[Legislation](#)

Administered by, or relevant to, governance of the department which includes the [Education \(General Provisions\) Act 2006 \(Qld\)](#), and the [Education and Care Services Act 2013 \(Qld\)](#).

The [Legislative Compliance policy](#) helps us to comply with legislation and standards.

[Charter of Fiscal Responsibility](#)

Details the Government's fiscal principles.

The [Financial Accountability Act 2009 \(Qld\)](#) provides accountability in the administration of the State's finances. Our financial delegations under this legislation are contained in the [Finance and Administration Delegation Matrix](#).

[Ministerial Charter Letters](#) list Ministers' responsibilities and priorities that will be delivered through our department.

[Integrity Act 2009 \(Qld\)](#)

Provides that the role of the [Queensland Integrity Commissioner](#) is to offer written advice to Ministers, Members of Parliament, senior public servants and others about ethics, integrity issues or conflicts of interest.

[Public Service Act 2008 \(Qld\)](#) and [Directives](#)

Issued by the Queensland Public Service Commission to provide the statutory basis for human resource delegations.

[Public Sector Ethics Act 1994 \(Qld\)](#)

Prescribes how employees must behave in performing their duties.

[Industrial agreements, awards and guidelines](#)¹

Provides terms and conditions of employment prescribed in legislation, industrial instruments (awards and agreements) and directives, negotiated and issued under Sections 53 and 54 of the [Public Service Act 2008 \(Qld\)](#) and governed by the [Industrial Relations Act 2016 \(Qld\)](#).

[Information Management](#)¹

Our [information privacy and right to information obligations](#) outline how we collect personal information, why it is collected and how it will be used.

The [Information Privacy Act 2009 \(Qld\)](#) and [Right to Information Act 2009 \(Qld\)](#) underpin requirements regarding management of information in Queensland. The [Right to Information Act 2009 \(Qld\)](#) provides greater community access to information in the Government's possession, or under the Government's control unless on balance it is contrary to the public interest to disclose that information. Our department assists the public to access or amend existing information.

The [Education \(General Provisions\) Act 2006 \(Qld\)](#), and [Education and Care Services Act 2013 \(Qld\)](#) also provide confidentiality provisions.

The Administrative Access Scheme provides processes for timely responses to requests for release of [departmental information](#) and [records held in schools](#) which might be outside of legislative processes.

[Public Interest Disclosure Act 2010 \(Qld\)](#)

Provides protection for staff members who speak out about wrongdoing.

Our [disclosure procedure](#) outlines how to report a public interest disclosure.

[Public Records Act 2002 \(Qld\)](#)

Provides whole-of-government information policies and standards for public records.

We use Content Manager, an [electronic document and records management system](#)¹, to manage our corporate records.

[Parliamentary Education, Employment and Training Committee](#)

Investigates and reports to the Parliament on issues such as the Estimates Hearings which occur each year following the presentation of the Queensland State Budget.

[Service Delivery Statements](#) are a primary source of budget and performance information for these hearings.

[Organisational structure](#)¹

Aligns the department's functions and operations with service delivery. It provides clear lines of reporting and accountability to support appropriate, open and transparent decision-making processes.

External access to the organisational structure and executive profiles is located [here](#).

[Policy and Procedure Register](#)

Is a central directory which provides DoE staff and the community with access to departmental policies and procedures, and legislative delegations and authorisations.

[Delegations and authorisations](#)

Assigns powers, functions, authority and duties to specific individuals or positions for each piece of legislation that the department administers.

The [Managing delegations, authorisations and administrative approvals procedure](#) helps staff to maintain the legislative powers and functions conferred on the Ministers and the Director-General.

[Governance committees](#)¹

Advise and support the Director-General in decision-making responsibilities.

[Working groups, sub-committees, boards and forums](#)¹ support governance committees.

[Governance calendar](#)¹

Shows the timing of governance processes to help staff and stakeholders plan for strategic, governance and performance-related activities.

[Long-Term Financial Management Framework](#)

Provides a framework to deliver cost effective services, maximise value and plan for future resource allocation, investment and financial sustainability.

[Operational plans](#)¹

Divisional and Regional Operational Plans are developed and reviewed annually to identify accountabilities, relevant initiatives and performance measures that support the strategic plan in each unique operating environment.

Performance reviews are embedded into operational planning processes and provide performance information for improving service delivery and promoting system improvement.

[Specific purpose plans](#)¹

Provide consolidated plans to address particular issues of customer groups. The [Agency Planning Requirements](#) lists mandatory and discretionary planning requirements for Queensland Government agencies.

[Corporate Procurement Plan](#)

Provides for high quality [procurement activities](#)¹ to support and strengthen core service delivery in accordance with the [Queensland Procurement Policy](#) and the [Purchasing and Procurement procedure](#).

[Internal controls](#)¹

Ensures financial transactions are appropriately authorised, processed and recorded and that we are achieving our objectives.

[Enterprise Risk Management Framework](#)

Contains principles for risk management adopted from *Aust/NZ and International Standard for Risk Management (AS/NZS ISO 31000:2009)* to underpin our [risk management process](#) which describes how we identify, monitor, report and control risk.

[Continuity, Disaster and Emergency Management Framework](#)

Explains how we recover and maintain critical services following a disruptive event. Adopted from *Aust/NZ Standard for Business Continuity (AS/NZS 5050:2010)*, the [business continuity management procedure](#) describes how we prepare, respond to and recover from a disruption.

[Performance Improvement and Accountability Framework](#)

Helps us to achieve better results through clear accountabilities and performance expectations. It describes a cycle of continuous improvement with effective use of performance information.

[School Planning, Reviewing and Reporting Framework¹](#)

Supports state schools to develop an annual school plan that is reviewed every four years to maintain operational currency and focus.

The [Annual Reporting Policy for all Queensland Schools](#) outlines the requirements for all schools to meet the reporting obligations required by both Queensland and Australian Governments by publishing information every 12 months.

[Health, Safety and Wellbeing Management Strategy](#)

Integrates health, safety and wellbeing into daily operations and culture. The [Health, Safety and Wellbeing Strategic Plan](#) and [Workplace Health, Safety and Wellbeing procedures](#) create healthier workplaces under the workplace health and safety legislation.

[Capability and Leadership Framework](#)

Demonstrates the capabilities required of Queensland public service employees at all levels. The [Workforce Capability Success Profile](#) supports these capabilities.

The [Principals' Capability and Leadership Framework](#) focuses on building capacity and the supports instructional leadership, capability development and performance development planning.

[Open Data Strategy](#)

Provides all Queenslanders with [free access](#) to [data that we collect, generate and store](#). This data can be used to stimulate innovation, support research and increase efficiency and performance.

Some information may not be suitable for release because of privacy or confidentiality.

[Evaluation Strategy](#)

Describes how program [evaluations](#)¹ provide direction, oversight and quality assurance to analytic and evaluation work and how information is used to inform decisions about future actions.

[Internal audit](#)¹

Enriches service delivery by identifying improvements in risk management, control and governance processes. Internal Audit provides audit and advisory services across all areas of the department.

[External reviews and accountability](#)

Provide objective scrutiny. For example, [Queensland Audit Office](#) conducts financial and compliance, information and performance management [audits and reports](#).

[Parliamentary committees](#) monitor and review public sector organisations against the appropriate legislation.

The [Crime and Corruption Commission](#) deal with corruption that affects the Queensland public sector and undertake investigations into the conduct of public sector employees; state and local politicians; and any person whose conduct may corrupt or affect the performance of a public agency.

The Queensland Government periodically commissions additional independent reviews.

[Code of Conduct for the Queensland Public Service](#)

Describes ethical principles, values and standards of conduct for how staff will perform their work and conduct their relationships with others.

The [Standard of Practice](#) applies to everyone who works with the department in any capacity.

[Student Code of Conduct](#)

Describes standards expected in the school community, including responses and consequences for inappropriate behaviour.

[Mandatory induction program](#)¹

Must be completed by all staff within the first month of employment commencement and annually thereafter.

[Performance agreements](#)

Annual agreements for executives identifying objectives and indicators of success based on [Senior Executive Service Performance and Development Frameworks](#) and the [Chief Executive Service](#).

[Professional development](#)¹

Includes [professional standards](#) which outline abilities, knowledge, understanding and professional values that staff within particular professions are expected to demonstrate; [frameworks and standards](#) that guide teachers', principals' and public servants' professional growth and development; and the [Study and Research Assistance Scheme](#) and relevant [scholarships and awards](#) which focus on organisational improvement.

[Individual employee grievances](#)

Is a review process for employees who are dissatisfied with departmental decisions.

[Working for Queensland](#)

Is an annual survey of all Queensland public sector employees that helps us to better understand the views of the sector's workforce and build engaging work places that support employees to be productive and effective.

[Australian Early Development Census](#)

Gives a [snapshot](#) of how children are developing by the time they reach school. The data helps us to understand and reflect on developmental vulnerability within communities, assist in planning for children's optimal orientation and transition to school and to engage and collaborate with Early Childhood Education and Care partners.

[Education statistics and information](#)

Contains statistical and demographic information about [Queensland state schools](#) and students.

[Enterprise portfolio and planning¹](#)

The department is committed to increasing its maturity and capability in portfolio, program and project management (P3). A number of resources are available, or under development, to support staff in the management of their portfolios, programs and projects.

[State Schools Improvement Strategy](#)

The 'State Schools Improvement Strategy 2022–2026: Every student succeeding' is Queensland's plan to lift the performance of each child and student in our state schooling system.

[State Schools Resourcing Framework](#)

The State Schools Resourcing Framework provides a concise explanation of Queensland state school resourcing arrangements and the online grant and appropriation profiles show what funding the department may pay directly to state schools.

[Digital Strategy 2022-26](#)

The Department of Education is maturing our digital services and capability to better prepare Queenslanders to work, learn, play and succeed in a world with a constantly evolving technology landscape.

[Waste Reduction and Recycling Plan 2019-2022](#)

The department's Waste Reduction and Recycling Plan 2019–2022 has been developed to provide strategic goals and targets for waste management, while ensuring that all legislative requirements and government objectives are met.

[Management Foundations Program](#)¹

All leaders and staff who manage people and/or finances (financial delegation) only have to complete the Management Foundations program, this includes corporate executives and managers, school business managers, HODs, HOCs, deputy principals and principals and anyone who is responsible for managing people and/or finances (financial delegation) in your school or corporate/regional team.

[Queensland Government Statistician's Office](#)

The key areas of work include:

- providing a broad range of statistical services to support stakeholders' evidence base for policy evaluation and performance
- providing data, information and analysis for population dynamics and forecasts, residential dwelling activities and urban land supply

coordinating the activities of key statistics providers to establish and maintain an integrated statistical service across governments.

Note:

1. ***Please note these links are available to Department of Education employees only.***