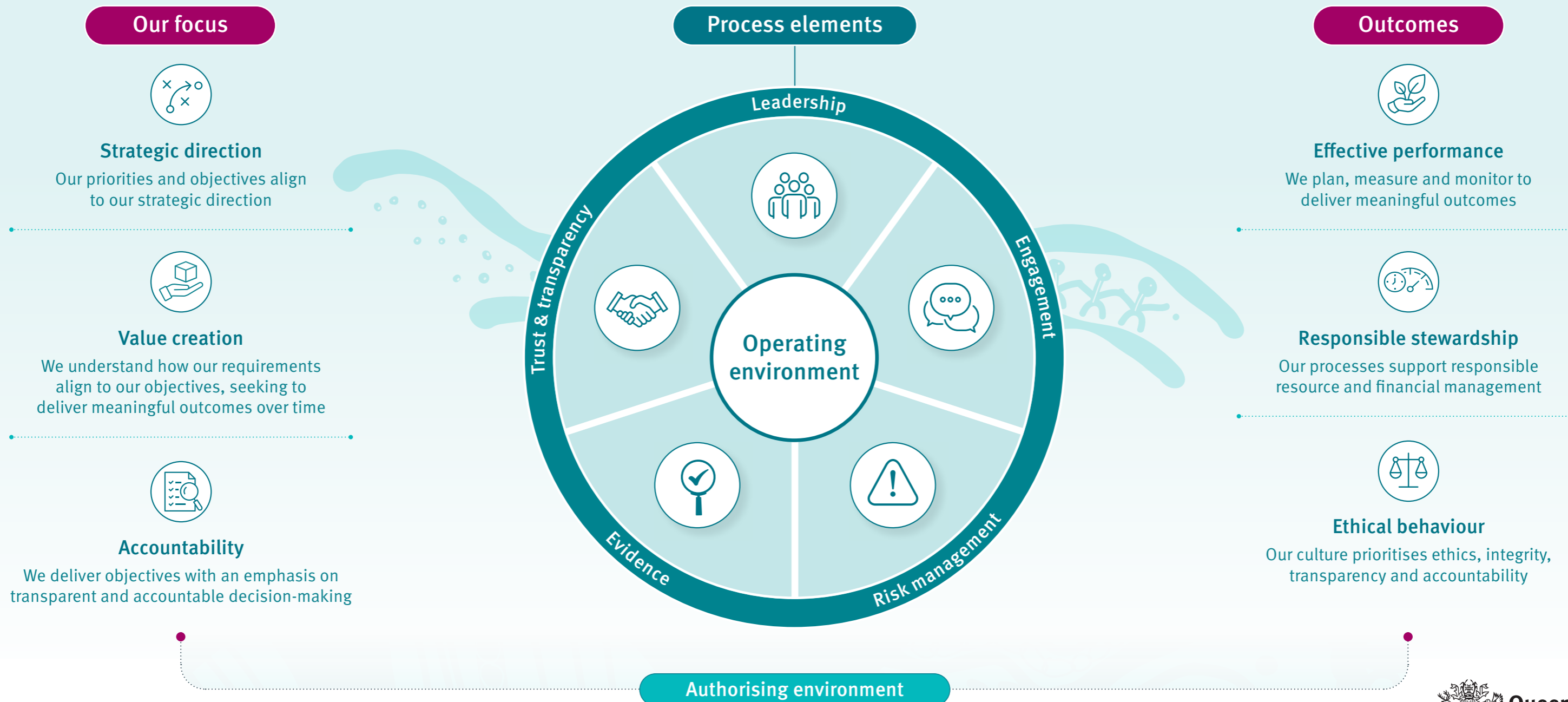


# Governance framework

## Pursuing our purpose

Our priority is to deliver responsive services to Queensland communities focused on equity and excellence.

Our governance framework outlines how we organise and prioritise our people and resources to make decisions, create opportunities, manage risk, remain accountable and drive performance to achieve our purpose.



# What does good governance look like?



## Leadership

Leadership is visible and responsive, making effective and efficient decisions

- ✓ The right people with the right delegations make decisions at the right time
- ✓ Leaders work together to achieve shared performance outcomes
- ✓ Governance groups are fit for purpose, drive our strategic direction, manage risks and accountability.



## Engagement

Stakeholder perspectives shape our strategic direction

- ✓ We encourage early participation to deliver fit-for-purpose outcomes
- ✓ We work together, to ensure all perspectives are considered
- ✓ Collaboration is culturally responsive and inclusive, to create a shared sense of purpose and direction
- ✓ We welcome feedback and acknowledge where we can improve.



## Risk management

Risk is balanced with opportunity to achieve our priorities and objectives

- ✓ We understand our environment and how it impacts our service delivery priorities
- ✓ We aim to be agile and responsive, identifying risks and issues early, to create a culture of no surprises.
- ✓ Our regulatory approaches are risk-based to ensure proportionate responses.



## Evidence

Decisions are informed by data and evidence, to develop fit-for-purpose outcomes

- ✓ Our planning is purposeful, deliberate and timely to meet requirements
- ✓ We integrate our systems and data to further enhance decision-making processes
- ✓ We monitor performance for accountability, insights, and improvement opportunities.



## Trust & transparency

Actions and decisions withstand scrutiny and build confidence

- ✓ Our decisions uphold human rights
- ✓ We take personal accountability for our decisions and actions
- ✓ Our information and systems are valuable, strategic assets, and are managed with integrity
- ✓ We are guided by the Code of Conduct and the *Public Sector Ethics Act 1994* in performing our duties.

## Our authorising environment

### Process

### Assurance



### Agency

- Strategic Plan
- Equity and Excellence Strategy
- Enterprise strategies and frameworks
- Specific purpose plans

- Operational plans
- Delegations
- Financial Management Practice Manual
- Agency policies and procedures

- Internal and external audits
- Governance group monitoring and oversight
- Internal control assessments

- Reviews and evaluations
- Risk management and performance reporting
- Project and program reporting



### Whole-of-government

- Queensland Government objectives for the community
- State budget
- Government and election commitments

- Queensland Government Performance Management Framework
- Queensland Government policies, strategies and frameworks

- Estimates Hearings
- Reviews
- Annual Reports and Financial Statements

- Budget papers and Service Delivery Statements
- Report on Government Services
- Whole-of-government reporting



### Statutory

- [Financial Accountability Act 2009](#)
- [Public Sector Ethics Act 1994](#)
- [Public Sector Act 2022](#)

- Other legislation and statutory instruments relevant to the Department
- Royal Commissions / Commissions of Inquiry
- International and National Standards

- National reporting / National Cabinet
- Education ministers meeting
- Legislative reviews

- Parliament and Parliamentary Committees
- Judicial and administrative reviews