



Corporate Governance Framework

Director-General's message

The Department of Education and Training (DET) *Corporate Governance Framework* (the framework) sets out standards of accountability and transparency that stakeholders, the people of Queensland, and I expect of our department. It outlines the principles, elements and mechanisms we use for effective governance.

The framework outlines 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.

Dr Jim Watterston
Director-General
Department of Education and Training

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Corporate governance

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

The [Australian National Audit Office](#) defines Public sector governance as a set of responsibilities and practices, policies and procedures used by an agency's executive to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and in a transparent way.

Good governance has two main requirements:

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 DET'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.



A [quick guide](#) accompanies this framework to improve accessibility and understanding.

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 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 2009](#) and the [annual report requirements for Queensland Government agencies](#).

[State Budget](#)

Includes 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](#)¹ 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](#), the [Further Education and Training Act 2014](#), and the [Education and Care Services Act 2013](#).

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

Charter of Fiscal Responsibility

Details the Government's fiscal principles.

The [Financial Accountability Act 2009](#) 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](#)¹.

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

Integrity Act 2009

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 and Directives

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

Public Sector Ethics Act 1994

Prescribes how employees must behave in performing their duties.

Industrial agreements, awards and guidelines

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* and governed by the [Industrial Relations Act 1999](#).

Information Privacy Act 2009 (Qld)

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

The [Education \(General Provisions\) Act 2006](#), [Further Education and Training Act 2014](#) and [Education and Care Services Act 2013](#) also provide confidentiality provisions.

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

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

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

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 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 the *Right to Information Act 2009* and *Information Privacy Act 2009* legislative processes.

Parliamentary Education, Tourism and Small Business 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

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.

Policy and Procedure Register

Is a central directory which provides staff and the community with access to departmental policies and procedures.

The register includes Commonwealth and [Queensland legislation](#), policy, industrial agreements and directives, standards, procedures, authorities and delegations, guidelines, and forms.

Delegations and authorisations

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

The [Developing and Managing Legislative Delegations and Authorisations procedure](#) helps staff to maintain the legislative powers and functions conferred on the Ministers and the Director-General.

Governance committees¹

Advise and support the Director-General in discharging responsibilities.

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

Governance calendar¹

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

Long Term Financial Plan

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

Operational plans¹

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 plans¹

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](#) to support and strengthen core service delivery in accordance with the [Queensland Procurement Policy](#) and the [Purchasing and Procurement procedure](#).

Governance and internal controls¹

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

Fraud and Corruption Control Framework

Explains how we protect public monies, property, information and rights to maintain the effectiveness of departmental operations. We have a robust internal control process to [prevent and control fraud and corruption](#).

The [Financial Management Practice Manual](#)¹ and [Financial Accountability Handbook](#) help us to meet financial, operational and regulatory obligations and comply with [Agency Planning Requirements](#).

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.

Business Continuity 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 process](#) 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 Framework

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 Framework

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 [Deputy Principal and Heads of Program Capability and Leadership Framework](#) supports instructional leadership, capability development and performance development planning.

Developing Performance Framework

Clarifies expectations, including tasks to contribute to key work priorities, career goals and capability development activities.

The framework is based on the [Queensland Government Performance Management Framework](#), the [Valuing Performance Policy](#), the [Code of Conduct for the Queensland Public Service](#), the [Culture and Values Action Plan](#)¹, the [State Schools Strategy](#)¹ and the [Australian Professional Standards for Teachers](#).

Open Data Strategy

Provides all Queenslanders with [free access](#) to [data that we collect, generate and store](#)¹. This data can be used to stimulate innovation, support research and increase efficiency and performance.

Some information is not suitable for release because of privacy or confidentiality issues.

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.

Statement of Assurance¹

Is a statement from the Chief Finance Officer to the Director-General about whether the department's financial controls are operating efficiently, effectively and economically.

Internal audit¹

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

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

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

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.

Code of School Behaviour

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

The [Responsible Behaviour Plan for Students](#) is an agreement of students', parents' and staff's rights and obligations, and requires all parties to abide by the Code of School Behaviour and other endorsed conditions stipulated by the school.

Mandatory induction program¹

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

Performance agreements

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

Position role descriptions

Specify the purpose, accountabilities, responsibilities and skills required for each position. Role descriptions may also include pre-requisite qualifications, registration or experience.

Professional development

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.

Managing employee complaints

Is a review process for employees who are dissatisfied with departmental decisions. The review can be administered through external bodies and tribunals including the [Queensland Ombudsman](#), the [Information Commissioner](#), [Queensland Parliament Committees](#), the [Public Service Commission](#), the [Industrial Relations Commission](#), the [Anti-Discrimination Commission](#), the [Queensland Civil and Administrative Tribunal](#), and local Members of Parliament to further ensure quality, consistency, transparency and accountability in government decision-making processes.

Working for Queensland¹

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.

Training statistics and data

Contains statistics, research and data including Queensland apprenticeship and traineeship statistics and Queensland Government [training](#) datasets.

1 - Link available to Department of Education and Training employees only.

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