

Appendix A—Governance

Committees

Governance committees enable the department to advise and support the Minister and Director-General in their decision-making responsibilities and position the department to deliver on its priorities and strategic objectives.

The following governance committees were in place within the department during the reporting period.

Executive Leadership Team			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	Director-General	Department of Education
	Member	Deputy Director-General	State Schools Strategy
	Member	Deputy Director-General	Early Childhood, Regulation and Communication
	Member	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Deputy Director-General	Strategic Policy and External Relations
	Member	Deputy Director-General	Infrastructure Services
	Member	Deputy Director-General	Arts Queensland
	Member	A/Deputy Director-General	School and Regional Operations and Performance
	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Observer	Executive Director	Office of the Director-General
	Secretariat	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
Purpose	The Executive Leadership Team (ELT) provides strategic direction and oversight of outcomes, financial performance and good governance of the department.		

Responsibilities	ELT measures and monitors matters of strategic significance to ensure the department meets its strategic planning, governance and accountability requirements, including: • emerging whole of government initiatives, issues and opportunities • the <i>Strategic Plan</i> • key agency and enterprise strategies, including First Nations Strategy • strategic risks and issues • financial, budget and investment decisions • agency performance and governance • health, safety and wellbeing management reviews • workforce trends and issues.
Achievements	• Approved the department's <i>Strategic Plan 2025 – 2029</i>. • Reviewed and approved the department's quarterly Performance and Governance Reports. • Approved the department's updated Risk appetite statement and strategic risks. • Monitored and managed the department's financial performance, including 2024–25 Budget.

System Implementation, Policy and Performance Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	Director-General	Department of Education
	Member	Deputy Director-General	Early Childhood, Regulation and Communication
	Member	Deputy Director-General	State Schools Strategy
	Member	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Deputy Director-General	Strategic Policy and External Relations
	Member	Deputy Director-General	Infrastructure Services
	Member	A/Deputy Director-General	School and Regional Operations and Performance
	Member	Assistant Director-General	Reviews, Curriculum, Teaching and Learning
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations

	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	Regional Director	Metropolitan North
	Observer	Executive Director	Office of the Director-General
	Secretariat	Executive Director	Governance, Strategy and Planning, Strategic Policy and External Relations
Purpose	The System Implementation, Policy and Performance (SIPP) Committee oversees: • strategic direction for early years and state schooling, including monitoring performance and implementation • the forward strategic policy and research agenda • planning, preparedness and review of disaster and emergency events.		
Responsibilities	The SIPP Committee oversees the department's resources, inputs, activities and outcomes to drive improvement in early years and state schooling performance by: • directing implementation of the department's strategic direction and associated initiatives to ensure alignment of operational strategies to strategic objectives • advising the Executive Leadership Team on departmental strategy and performance • positioning on national agreements, initiatives and agendas • examining system trends, drivers and issues, including key outcomes and findings from: ○ governance groups ○ performance data and analytics ○ reviews and audits ○ environmental scans, research reports and products. • overseeing: ○ policy and strategy initiatives impacting schooling and early childhood ○ policy and procedure initiation proposals ○ planning, preparation, and review of disasters and emergencies ○ the department's protective security culture ○ evaluation and research plans, frameworks and reports related to the department's strategic direction.		
Achievements	• Oversight and monitoring of <i>Equity and Excellence Strategy</i> implementation and <i>Putting Queensland Kids First and Youth Education Engagement Reform</i> programs. • Oversight of the <i>2025 Education Strategy</i> refresh.		

	• Oversight of the School Resourcing Review program. • Oversight of the Red tape reduction program. • Endorsed the department's <i>Disability Service Plan 2025–28</i>. • Endorsed the department's <i>EnAble Workforce Strategy 2024–2027</i>. • Endorsed a draft <i>Reframing the Relationship Strategy 2024–2027</i>. • Approved the department's updated disaster management governance arrangements. • Endorsed the <i>Small Schools Support Plan</i>. • Endorsed the <i>Aboriginal and Torres Strait Islander Shared Decision-Making in Queensland State Schools Framework</i>. • Endorsed a draft <i>Action Plan - Preventing, responding and reducing bullying</i>.
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Strategic Workforce Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Capability, State Schools Strategy
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Assistant Director-General	Intergovernmental Relations and School Resourcing, Strategic Policy and External Relations
	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	Regional Director	Metropolitan North
	Member	Regional Director	Far North Queensland
	Member	Executive Director	Early Childhood Strategy and Performance, Early Childhood, Regulation and Communication
	Member	Executive Director	Strategy, Policy and Governance, Corporate and Aboriginal & Torres Strait Islander Services

	Member	Executive Director	Strategy and Governance, State Schools Strategy
	Member	Executive Director	Strategic Workforce, Policy and Industrial Relations, Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Observer	Executive Director	Business Partnering and Workplace Health and Safety, Human Resources, Corporate and Aboriginal & Torres Strait Islander Services
	Observer	Director	HR Business Partnering, South East Region, Workplace, Health and Safety, Corporate and Aboriginal & Torres Strait Islander Services
	Secretariat	Director	Office of the Assistant Director-General, Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
Purpose	The Strategic Workforce Committee sets workforce priorities and monitors performance to support attraction and retention of an agile, engaged and skilled workforce to deliver departmental objectives aligned to our strategic direction.		
Responsibilities	The Strategic Workforce Committee: • drives the department's workforce priorities and objectives to support delivery of the department's strategic direction and commitments • leads development of a Workforce Strategy and supporting initiatives to attract and retain an agile, engaged and skilled workforce • promotes diversity and inclusion across our workforce and monitors achievement of whole-of-government diversity targets • develops strategies or policy initiatives to promote the department as an employer of choice to ensure supply of frontline and other staff • leads the department's consideration and implementation of public sector workforce reforms, industrial changes, audits and enterprise bargaining • monitors the department's FTE cap and workforce profile reporting • oversees workforce capability programs to ensure offerings align with required and emerging skills and competencies • oversees and assure strategic workforce risks and opportunities to achieve strategic outcomes		

	takes a collaborative, cross-divisional approach to strategic workforce priorities and programs of work, including the referring of matters to other strategic governance groups, as required.
Achievements	- Endorsed the department's <i>Equity and Diversity Audit</i> and Report. - Monitored the department's Minimum obligatory human resource information (MOHRI) collection. - Advised on the implementation of critical Human Resource policies, including workplace sexual harassment and positive performance management. - Oversight of the department's Enterprise Bargaining cycle.

Digital Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Deputy Chair	Deputy Director-General	State Schools Strategy
	Member	Deputy Director-General	Early Childhood, Regulation and Communication
	Member	Deputy Director-General	Infrastructure Services
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Assistant Director-General and Chief Information Officer	Information and Technologies, Digital Innovation
	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	Regional Director	Metropolitan South
	Observer	Head of Internal Audit	Internal Audit Branch
	Observer	Executive Director	Governance Cyber and Policy, Information and Technologies, Digital Innovation
	Secretariat	Executive Officer/Manager/ Director	Governance Risk and Compliance, Information and Technologies, Digital Innovation

Purpose	To set the strategic direction, identify priorities, make financial budgetary decisions and monitor the performance of the department to deliver the outcomes of the Digital Strategy.
Responsibilities	The Digital Committee is responsible for: • overseeing the development and implementation of the department's <i>Digital Strategy</i> • identifying and monitoring the department's strategic digital risk profile, including management of the <i>digital risk framework</i> and areas of lowest risk appetite • making digital investment and innovation recommendations and decisions to support the department's digital infrastructure and service delivery priorities • monitoring divisional digital roadmaps to ensure efficient and effective use of resources and achievement of strategic objectives • identifying emerging digital issues, trends and opportunities • providing oversight and direction of digital and data governance arrangements, including systems and processes to comply with legislative requirements.
Achievements	• Endorsed <i>2024-28 Cybersecurity Plan</i>. • Approved the <i>2025 esports workplan</i> and departmental position on esports game content suitability. • Oversight of the Business ICT Investment Fund.

Student Protection and Safety Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	Deputy Director-General	State Schools Strategy
	Member	Assistant Director-General	Student Support, State Schools Strategy
	Member	Assistant Director-General	Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Policy, External Relations and International, Strategic Policy and External Relations
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations

	Member	Assistant Director-General and Chief Information Officer	Information and Technologies, Digital Innovation
	Member	Assistant Director-General	Services and Infrastructure Planning, Infrastructure Services
	Member	Executive Director	Wellbeing, Student Support, State Schools Strategy
	Member	Executive Director	First Nations Strategy, Policy and Governance, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Regional Director	Darling Downs South West Region
	Member	Principal	Wavell State High School
	Observer	Head of Internal Audit	Internal Audit Branch
	Observer	General Counsel	Legal Services
	Secretariat	Director	Student Protection, Student Support, State Schools Strategy
Purpose	The Student Protection and Safety Committee provides strategic oversight, direction and assurance of student protection and safety activities that support the health and safety of students in the state schooling system.		
Responsibilities	The Student Protection and Safety Committee is responsible for: • strategic oversight, assurance and monitoring of the student safety enterprise risk, in alignment to the <i>Child/Student Protection and Safety integrated assurance map</i> • overseeing Child Death and Serious Injury Review activities and reports, and providing strategic advice and monitoring the implementation of recommendations • overseeing implementation of the Reportable Conduct Scheme in the department • overseeing establishment of information sharing and reporting activities for potential breaches of Child Safe Standards • monitoring, reporting and advising on student protection trends and issues and making recommendations where appropriate, including: ○ matters relating to physical and online environments (e.g., information security, cyberbullying, and international students/homestays) ○ assessing and endorsing mandatory departmental student protection reporting and training requirements		

	○ proactive monitoring of student health management systems and processes ○ student protection and safety performance, including measures and factors relevant to lifting outcomes, such as student attendance ○ data and processes relating to student protection concerns resulting from alleged conduct of departmental employees. • advising on student protection and safety governance structures, roles and responsibilities • advising and endorsing student protection and safety frameworks, policies and procedures • strengthening student protection internal controls and addressing non-compliance with student protection and safety requirements.
Achievements	• Endorsed collaboration between regions and the central office governance and student protection teams to enhance understanding and efficacy of quarterly risk reporting assessment and risk management processes. • Endorsed the implementation approach to respond effectively to system outages impacting student protection reporting in OneSchool. • Endorsed collaboration between Student Support branch and Internal Audit to examine options to embed Child Safe Standards in existing audit mechanisms to support greater oversight of implementation and compliance with the Child Safe Standards and Universal Principle from 1 October 2025.

Health, Safety and Wellbeing Executive Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Deputy Director-General	Infrastructure Services
	Member	Deputy Director-General	State Schools Strategy
	Member	Deputy Director-General	Early Childhood, Regulation and Communication
	Member	Assistant Director-General	Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Student Support, State Schools Strategy

	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	Executive Director	Health Safety and Wellbeing, Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Executive Director	Infrastructure Operations, Infrastructure Delivery and Operations, Infrastructure Services
	Member	Regional Director	Far North Queensland Region, School and Regional Operations and Performance
	Member	Executive Director	Far North Queensland Region, School & Regional Operations & Performance
	Member	Principal Representative	Ipswich West Special School
	Observer	Head of Internal Audit	Internal Audit Branch
	Observer	General Counsel	Legal Services
	Secretariat	Director	Workplace Health & Safety Strategy, Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
Purpose	The Health, Safety & Wellbeing Executive Committee (HSWEC) leads continuous improvement strategies for health, safety and wellbeing (HSW), providing strategic and system assurance about HSW arrangements within the department.		
Responsibilities	The HSWEC is responsible for: - identifying HSW strategic priorities and developing strategies and solutions to address identified HSW risks - supporting due diligence responsibilities by reporting on safety performance, emerging legislative changes and case law, and HSW information and issues - raising awareness and building understanding of HSW matters across regional and workplace committees		

	• reviewing the effectiveness of the department's HSW Management System (HSWMS) including the Health Safety and Wellbeing Strategy, HSW policy and commitment statements • providing strategic oversight, assurance and monitoring of the control environment for the HSW enterprise risk, in alignment to the HSW integrated assurance map, including the quarterly review of the department's HSW Risk Register • reviewing significant HSW incidents including contributing factors, investigation outcomes and learnings, and ensuring appropriate resources are in place to remediate, and recommend actions and controls to reduce risk of incidents occurring • reviewing HSW performance across the department and providing recommendations and advice to strategic governance committees, as required • relevant strategic performance committees.
Achievements	• Introduced a new <i>Health, Safety and Wellbeing policy</i> to outline the department's commitment to maintaining safe and supportive work environments. • Delivered the Industrial Technology and Design (ITD) assurance program, involving school visits to ensure the safe management of ITD equipment and processes. • Reviewed the Injury Management model to strengthen our approach and ensure best practice support for employees. • Published a Health, safety and wellbeing capability suite to guide our collective efforts toward a safer, healthier work environment. • Delivered targeted actions to raise awareness and prevent occupational violence and aggression and for the department's zero tolerance for inappropriate and hostile conduct within our schools and departmental workplaces and developed a suite of resources to support the 'No excuse for school abuse' campaign. • Launched the Fitness Passport program to provide employees with access to affordable and flexible health and fitness options. • Continued rollout of psychological first aid training to create safe and supportive workplaces. • Approved the <i>HSWMS plan and leadership manual</i>. • Oversight of the Workplace Health, Safety and Wellbeing Coordinator pilot.

	- Oversight of Enforceable Undertaking activities, including ITD practical workshop school visits and the development of HSW Leadership Training and <i>HSWMS Audit Action Plan</i>. - Developed the <i>Workplace Health and Safety Action Plan</i>.
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Information Security Governance Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General and Chief Information Officer	Information and Technologies, Digital Innovation
	Member	Assistant Director-General	Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Infrastructure Delivery & Operations, Infrastructure Services
	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Executive Director	Strategy and Governance, State Schools Strategy
	Member	Executive Director	Office of the Director-General
	Member	Executive Director	Communication and Events, Early Childhood, Regulation and Communication
	Member	Executive Director	Governance, Cyber and Policy, Information and Technologies, Digital Innovation
	Member	Director	Disaster, Emergency and School Security, Infrastructure Delivery and Operations, Infrastructure Services
	Observer	General Counsel	Legal Services
	Secretariat	Executive Officer	Governance, Risk & Compliance, Governance, Cyber and Policy,

			Information and Technologies, Digital Innovation
Purpose	The Information Security Governance Committee provides oversight, management and direction for the department's Information Security Management System (ISMS) to ensure it achieves its intended objectives, including protection of information and technology assets.		
Responsibilities	The Information Security Governance Committee: • provides strategic oversight, assurance and monitoring of the security of confidential and personal information enterprise risk, in alignment to the Information Security integrated assurance map • ensures that the department has in place an effective ISMS to protect the department's people, information and assets • reviews, advises and reports on information security risks • monitors, reports and advises on information security trends and issues and make recommendations where appropriate • ensures information security governance policies, procedures, standards and guidelines are established and compatible with the department's context and strategic direction • advocates and makes resource recommendations to address information security risks • makes recommendations to the Information Custodian/Risk Owner of controls to manage information security risks to a level that is within the department's risk appetite • endorses information security assurance reports • promotes the need for ISMS to be embedded into business processes • promotes the use of process approach and risk-based thinking • ensures that the ISMS achieves its intended results • engages, directs and supports the department to contribute to the effectiveness of the ISMS • oversees the annual security return as mandated by the <i>Information Security Policy IS18:2018</i>.		
Achievements	• Oversight of implementation of the department's Information Security Management Standard, including endorsement of the Information Security Annual Return 2023–24. • Approved the Vulnerability Management Standard, <i>Information Security Governance Framework</i>, Account Standard, and Statement of Applicability.		

Integrity, Fraud and Corruption Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	Assistant Director-General	Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Assistant Director-General	Services and Infrastructure Planning, Infrastructure Services
	Member	Executive Director	Strategy and Governance, State Schools Strategy
	Member	Executive Director	Integrity and Employee Relations, Human Resources Strategy, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Executive Director	Procurement & Facilities Services, Finance, Procurement and Facilities
	Member	Executive Director	Governance, Cyber and Policy, Information and Technologies, Digital Innovation
	Member	Executive Director	First Nations Strategy Policy & Governance, Corporate and Aboriginal & Torres Strait Islander Services
	Member	Regional Director	Darling Downs South West
	Member	Principal Representative	Buderim Mountain State School
	Member	Business Manager Representative	Mansfield State High School
	Observer	Head of Internal Audit	Internal Audit Branch
	Member/ Secretariat	Manager	Governance and Reporting, Integrity and Employee Relations, Human Resources Strategy,

			Corporate and Aboriginal & Torres Strait Islander Services
Purpose	The Integrity, Fraud & Corruption Committee (IFCC) will promote a culture of integrity, and champion, oversee and monitor the department's <i>Integrity Framework</i> , strategies and mechanisms.		
Responsibilities	The IFCC is responsible for: • providing strategic oversight, assurance and monitoring of the fraud and corruption enterprise risk aligned with the integrated assurance map • maintaining and embedding the department's <i>Integrity Framework</i> and <i>Annual Action Plan</i> • overseeing and monitoring the department's fraud and corruption control program, including compliance with best practice fraud and corruption control guidelines • monitoring, reporting and advising on integrity, fraud and corruption trends and issues and making recommendations where appropriate • advising on and endorsing integrity, fraud and corruption frameworks, policies and procedures • considering and strengthening fraud and corruption assessments, control reports, internal controls, and addressing non-compliance with fraud and corruption requirements.		
Achievements	• Reviewed and refreshed the department's <i>Integrity Framework</i> and developed deliverables under the <i>2024–25 Annual Action Plan: Implementing the Integrity Framework</i>. • Oversight of the department's quarterly risk reports for the fraud and corruption enterprise risk. • Targeted awareness campaigns each term: Term 1 Privacy and security, Term 2 Privacy and Records, Term 3 Purchasing and Accountability, Term 4 Conduct and Workplace Events.		

Procurement and Sustainability Advisory Committee			
Membership	<u>Role</u>	<u>Position</u>	<u>Team/Branch/Division</u>
	Chair	Assistant Director-General and Chief Finance Officer	Finance, Procurement and Facilities
	Member	A/Deputy Director-General	Corporate and Aboriginal & Torres Strait Islander Services
	Member	Assistant Director-General	Strategy & Performance, Strategic Policy and External Relations

	Member	Assistant Director-General	Infrastructure Delivery & Operations, Infrastructure Services
	Member	Assistant Director-General and Chief Information Officer	Information and Technologies, Digital Innovation
	Member	Regional Director	North Coast Region, School & Regional Operations & Performance
	Member	Executive Director	Strategy & Governance, State Schools Strategy
	Member	Executive Director	Procurement & Facilities Services, Finance, Procurement and Facilities
	Observer	Head of Internal Audit	Internal Audit Branch
	Secretariat	Director	Procurement Capability, Procurement & Facilities Services, Finance, Procurement and Facilities
Purpose	The Procurement and Sustainability Advisory Committee (PASAC) makes decisions and provides, guidance and assurance about the strategic direction of procurement and purchasing practices and sustainability within the department.		
Responsibilities	The PASAC is responsible for: • providing strategic oversight, assurance and monitoring of procurement and sustainability related risks for the department • advising the SIPP Committee about departmental alignment with: ○ Queensland Government purchasing and procurement policies and requirements, including performance against whole-of government-targets; and ○ Queensland Government sustainability policies and requirements • endorsing the strategic prioritisation of the annual program of work for the Procurement and Facilities Services Branch and other procurement functions within the department • providing endorsement of the development and implementation of the department's procurement and purchasing policies, principles, guidelines, standards and directions • approving and sponsoring departmental procurement operational plans and priority departmental procurement strategies and plans • approving and sponsoring departmental sustainability initiatives and the development of strategies, plans and targets • ensuring adequate governance, monitoring and oversight of significant procurement and set-aside activities, to manage risk and ensure delivery of value for money		

	• maintaining stakeholder and staff awareness of changes to purchasing and procurement and sustainability requirements within the department or across Queensland Government • providing oversight of compliance and regional support activities conducted by the Procurement and Facilities Services Branch which are designed to mitigate the risk of fraud and improper conduct in relation to purchasing and procurement • establishing departmental working groups to support the delivery of initiatives and objectives of PASAC.
Achievements	• Established the Procurement Governance Board and Emissions and Sustainability Working Group. • Developed and revised policies and guidelines as part of the Simple Purchasing Review.