

Appendix A—Governance Groups

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	Role	Position	Team/Branch/Division
	Chair	Director-General	Department of Education
	Member	Deputy Director-General	Early Childhood, Regulation and Communication
	Member	Deputy Director-General	State Schools Strategy
	Member	Deputy Director-General	School and Regional Operations and Performance
	Member	Deputy Director-General	Digital Innovation
	Member	Deputy Director-General	Corporate Services
	Member	Deputy Director-General	Strategic Policy and External Relations
	Member	Deputy Director-General	Infrastructure Services
	Member	Deputy Director-General	Arts Queensland ¹
	Member	Assistant Director-General/ Chief Finance Officer	Finance, Procurement and Facilities, Corporate Services
	Observer	Assistant Director-General	Office of the Director-General
	Observer	Executive Director	Strategic Communication and Events, Early Childhood Regulation and Communication
	Observer	Assistant Director-General/ Executive Director ²	Relevant division/ branch
	Observer	Regional Director ³	North Coast Region
	Secretariat	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations

Purpose	The Executive Leadership Team (ELT) oversees the department's strategic direction and the management and monitoring of system-level planning, performance, governance and financial requirements and priorities. The ELT's strategic priorities, leadership commitment, and approach to performance and accountability are outlined in the ELT Charter.
Responsibilities	The ELT is responsible for: - the department's strategic direction, including enterprise-level strategies, plans and frameworks - system-level priorities, risks and opportunities that impact early years and schooling - corporate functions, including infrastructure and digital portfolios - strategic workforce priorities, including organisational culture, capability, capacity, and health, safety and wellbeing - financial accountability, including budget and investment planning and decisions - strategic communications and stakeholder engagement - agency performance, governance, risk and protective security - disaster management prevention, preparedness and review.
Achievements	- Approved the department's <i>Strategic Plan 2026-30</i>. - Approved implementation reporting approach for the <i>Brighter futures</i> education strategy. - Endorsed the <i>2025–2028 Red Tape Reduction Plan</i> and oversight of implementation progress. - Approved the department's Business Continuity Plan 2025–26, including the <i>Fuel Supply Disruption Response Plan</i>. - Approved <i>From Play to Potential: Queensland's Department of Education Games Legacy Plan 2026–42</i>. - Considered the arts strategy, <i>Queensland's Time to Shine 2025–2035</i>. - Oversight of the department's planned implementation of Reportable Conduct Scheme. - Reviewed and approved the department's quarterly Performance and Governance Reports. - Monitored and managed the department's financial performance, including 2025–26 Budget. - Monitored the department's key IT programs.

Notes

¹Arts Queensland attends budget, disaster management, governance and performance specific purpose meetings, and otherwise as advised by the Chair.

²At the discretion of the Chair, relevant Assistant Directors-General or Executive Directors may attend specific purpose meetings as subject matter experts.

³The Regional Director will be nominated by the Chair and rotated at a frequency determined by the Chair. Regional Director attendance is not required at financial performance meetings, unless otherwise advised by the Chair.

Student Protection and Safety Committee			
Membership	<i>Role</i>	<i>Position</i>	<i>Team/Branch/Division</i>
	Chair	Deputy Director-General	State Schools Strategy
	Member	Assistant Director-General	Student Support, State Schools Strategy
	Member	Assistant Director-General/ Chief HR Officer	Human Resources Strategy, Corporate Services
	Member	Assistant Director-General	Human Resources School Operations, School and Regional Operations and Performance
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Assistant Director-General	Digital Products and Assurance, 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 and Strategic Projects, Office of the Director-General
	Member	Executive Director	Department of Education International, Strategic Policy and External Relations
	Member	Regional Director	Darling Downs South West Region
	Member	Executive Principal	Queensland Hospital Education Programs, State Schools Strategy
	Member	Senior Principal	Early Childhood K-2 Strategy, Early Childhood, Regulation and Communication
	Observer	Head of Internal Audit	Internal Audit, Corporate Services
	Observer	Executive Director	Integrity and Employee Relations, Human Resources Strategy, Corporate Services
	Observer	General Counsel	Legal Services, Corporate Services
	Observer	Director	Performance Improvement and Risk, Strategy and Performance, Strategic Policy and External Relations

	Secretariat	Director	Student Protection, Student Support, State Schools Strategy
Purpose	The Student Protection and Safety Committee (SPSC) 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 SPSC is responsible for: • strategic oversight, assurance and monitoring of the student safety enterprise risk, in alignment to the Child/Student Protection and Safety integrated assurance map • 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 implementation of Child Safe Standards and Universal Principle, monitoring compliance and establishing reporting activities • 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	• Adopted forward planning activities to identify relevant agenda item topics and strategic opportunities by implementing an annual forward agenda and planning for significant reforms, such as Child Safe Standards and Reportable Conduct Scheme.		

	• Endorsed and monitored the department's implementation of the Child Safe Standards and Universal Principle and the Reportable Conduct Scheme. • Endorsed the policy and business change recommendations for the implementation of the Reportable Conduct Scheme and progression for consideration by the Executive Leadership Team. • Endorsed strategies to strengthen student protection report processes. • Endorsed the refresh of the Student Learning and Wellbeing Framework.
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Health, Safety and Wellbeing Executive Committee			
Membership	Role	Position	Team/Branch/Division
	Chair	Deputy Director-General	Corporate Services
	Member	Deputy Director-General	Infrastructure Services
	Member	Deputy Director-General	School and Regional Operations and Performance
	Member	Assistant Director-General/ Chief HR Officer	Human Resources Strategy, Corporate Services
	Member	Assistant Director-General	Human Resources School Operations, School and Regional Operations and Performance
	Member	Assistant Director-General	Student Support, State Schools Strategy
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Executive Director	Health, Safety and Wellbeing, Human Resources Strategy, Corporate Services
	Member	Executive Director	Infrastructure Operations, Infrastructure Delivery and Operations, Infrastructure Services
	Member	Regional Director	Far North Queensland Region
	Member	Executive Director	Far North Queensland Region
	Member	Principal Representative	State Schools Strategy
	Observer	Director	Workplace Health and Safety Injury Management and Wellbeing, Human Resources Strategy, Corporate Services

	Observer	Director	Infrastructure Safety, Infrastructure Delivery and Operations, Infrastructure Services
	Observer	General Counsel	Legal Services, Corporate Services
	Observer	Head of Internal Audit	Internal Audit, Corporate Services
	Observer	Director	Performance Improvement and Risk, Strategy and Performance, Strategic Policy and External Relations
	Secretariat	Director	Workplace Health and Safety Strategy, Human Resources Strategy, Corporate Services
Purpose	The Health, Safety and 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 risks and issues - oversight and compliance monitoring of the 2024 Enforceable Undertaking (EU) - 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 and advising on the effectiveness of the department's HSW framework, including the HSW management system (HSWMS), strategies, policies, procedures 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 - strengthening HSW internal controls and addressing non-compliance with HSW requirements - advising on and endorsing HSW frameworks, policies and procedures - 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		

	overseeing regional committees and other sub-committees.
Achievements	- Initiated the rollout of Workplace Health Safety Coordinators into schools, scheduled for completion between 2026 and 2029. - Enhanced the management of risk and incidents that occur in schools, as well as reduced Workers' Compensation claims and improved claims performance. - Advanced key EU initiatives, including: - Implementing the ITD Assurance Program. - Commencing the rollout of the Course in Safe Use of Machinery for Technology Teaching in partnership with TAFE Queensland. - Implementing a HSW Risk Register and completing the first annual review. - updating and publishing the Workplace rehabilitation procedure. - Reviewed and updated the Chemical management procedure. - Confirmed closeout of HSWMS external audit I actions and facilitated completion of HSWMS external audit II.

Information Security Governance Committee			
Membership	Role	Position	Team/Branch/Division
	Chair	Deputy Director-General	Digital Innovation
	Member	Assistant Director-General	Digital Products and Assurance, Digital Innovation
	Member	Assistant Director-General/ Chief HR Officer	Human Resources Strategy, Corporate Services
	Member	Assistant Director-General	Infrastructure Delivery and Operations, Infrastructure Services
	Member	Assistant Director-General/ Chief Finance Officer	Finance, Procurement and Facilities, Corporate Services
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Executive Director	Metropolitan North
	Member	Executive Director	Strategy and Governance, State Schools Strategy
	Member	Executive Director	Office of the Director-General

	Member	Executive Director	Strategic Communication and Events, Early Childhood Regulation and Communication
	Member	Director	Arts Queensland
	Member	Executive Director	Governance, Cyber and Policy, Digital Products and Assurance, Digital Innovation
	Observer	General Counsel	Legal Services, Corporate Services
	Observer	Director	Privacy and Safer Technologies, Governance, Cyber and Policy, Digital Innovation
	Observer	Head of Internal Audit	Internal Audit, Corporate Services
	Observer	Director	Information Security Services, Governance, Cyber and Policy, Digital Innovation
	Observer	Director	Performance Improvement and Risk, Strategy and Performance, Strategic Policy and External Relations
	Secretariat	Executive Officer	Governance, Risk and Compliance, Governance, Cyber and Policy, Digital Innovation
Purpose	The Information Security Governance Committee (ISGC) 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 ISGC is responsible for: • providing strategic oversight, assurance and monitoring of the security of confidential and personal information enterprise risk, in alignment to the Information Security integrated assurance map • ensuring that the department has in place an effective ISMS to protect the department's people, information and assets • reviewing, advising and reporting on information security risks • monitoring, reporting and advising on information security trends and issues and making recommendations where appropriate • approving information security governance, policies, procedures, standards and guidelines to ensure alignment with the department's context and strategic direction • advocating and making resource recommendations to address information security risks • making 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		

	• endorsing information security assurance reports • overseeing and monitoring the department's information security programs and projects to ensure compliance and alignment with legislation, best practice and guidelines • reviewing significant information security incidents to ensure appropriate resources are in place to remediate, and recommending actions and controls to reduce risks • overseeing how the department complies with the new Queensland Privacy Principles • monitoring Mandatory Data Breach Notification Scheme 'eligible' data breaches or the implementation/ ongoing oversight of the department's new data breach register • raising awareness and promoting the need for ISMS to be embedded into business processes • overseeing the annual security return as mandated by the Information Security Policy IS18.
Achievements	• Endorsed the Information Security Annual Return 2024–25. • Oversaw the implementation of the ISMS, the system of controls the department utilises to manage information security risks. • The Information Security Annual Return 2024–25 was assessed on ISO 27001:2022 which introduced new controls and expanded control requirements within several existing controls. • Approved: ○ the ISMS Annual Return Management Response – 2024–25 ○ the Information Security Governance Framework for the department and Arts Queensland ○ the Statement of Applicability ○ the Information Security Guideline ○ the adoption of the Queensland Health Security Classification Assessment Tool to define classifications for education's information assets ○ the Cyber Security Plan – 2025–26.

Integrity Fraud and Corruption Committee			
Membership	Role	Position	Team/Branch/Division
	Chair	Deputy Director-General	Corporate Services
	Member	Assistant Director-General/ Chief Finance Officer	Finance, Procurement and Facilities, Corporate Services

	Member	Assistant Director-General/ Chief HR Officer	Human Resources Strategy, Corporate Services
	Member	Assistant Director-General	Strategy and Performance, Strategic Policy and External Relations
	Member	Assistant Director-General	Infrastructure Delivery and Operations, Infrastructure Services
	Member	Regional Director	Darling Downs South West Region
	Member	Executive Director	Strategy and Governance, State Schools Strategy
	Member	Executive Director	Integrity and Employee Relations, Human Resources Strategy, Corporate Services
	Member	Executive Director/ Chief Procurement Officer	Procurement and Facilities Services, Finance, Procurement and Facilities, Corporate Services
	Member	Executive Director	Governance, Cyber and Policy, Digital Products and Assurance, Digital Innovation
	Member	Executive Director	First Nations Strategy, Policy and Governance, Corporate Services
	Member	Executive Director	Office of the Deputy Director-General, School and Regional Operations and Performance
	Observer	Principal Representative	Buderim Mountain State School
	Observer	Business Manager Representative	Mansfield State High School
	Observer	Head of Internal Audit	Internal Audit, Corporate Services
	Observer	Director	Performance Improvement and Risk, Strategy and Performance, Strategic Policy and External Relations
	Observer	General Counsel	Legal Services, Corporate Services
	Secretariat	Manager	Governance and Reporting, Human Resources Strategy, Corporate Services
Purpose	The Integrity, Fraud and 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 <i>integrated assurance map</i> • 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	• Delivered <i>2025–26 Annual Action Plan</i> actions to uphold the department's <i>Integrity Framework</i>. • Reviewed control activities, including the: ◦ <i>Gifts and benefits procedure</i> ◦ <i>Assets policy</i> ◦ <i>Financial internal controls policy</i> ◦ <i>Domestic travel procedure</i> ◦ <i>Catering and hospitality procedure</i> ◦ <i>Information security policy</i> ◦ <i>Appropriate and ethical use of public resources policy</i>. • Implemented control activities, including: ◦ developing strategies and reports to identify multiple family claims (Early Childhood) ◦ rolling out the annual integrated assurance approach, including implementing a new risk system which will enable the effectiveness of controls to be measured ◦ completing the Annual Statement of Assurance. • Implemented risk oversight activities, including: ◦ undertaking the QAO Grants Management Maturity Model Self-Assessment ◦ implementing audit recommendations relating to contract and financial management.

	• Identified and delivered information and communication activities, including promoting International Fraud Awareness Week and targeted awareness campaigns to respond to areas of emerging or identified risks, including: ○ domestic travel ○ corporate cards ○ employment of miscellaneous workers ○ good decision making ○ appropriate and ethical use of resources. • Delivered monitoring activities supported by reporting, data and systems, including: ○ developing and considering quarterly Integrity reports, providing information about the nature, seriousness and location of employee conduct complaints relevant to fraud and corruption ○ developing, approving and considering quarterly fraud and corruption risk reports ○ considering Internal Audit reports ○ considering employee survey insights relevant to fraud and corruption, including how the department responded to the Crime and Corruption Commission's (CCC) corruption perceptions, School Opinion and Working for Queensland surveys ○ maintaining registers relevant to fraud and corruption, including for lobbying engagement, gifts and benefits, Senior Executive Service declarations of interests, purchasing training, and compliance and contracting back authorisations ○ considering the CCC's corruption priorities within the department's context, informed by a presentation from the Senior Executive Officer (Corruption), CCC. • The committee responded to recommendations from the CCC in identifying corruption prevention activities for implementation, including: ○ auditing processes for engaging suppliers on a departmental Standing Offer Arrangement ○ supporting the improvement of controls to ensure audit capacity and the privacy of sensitive data in relation to third party software that requires information from departmental systems ○ reviewing and improving the governance arrangements between the department and professional associations.
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