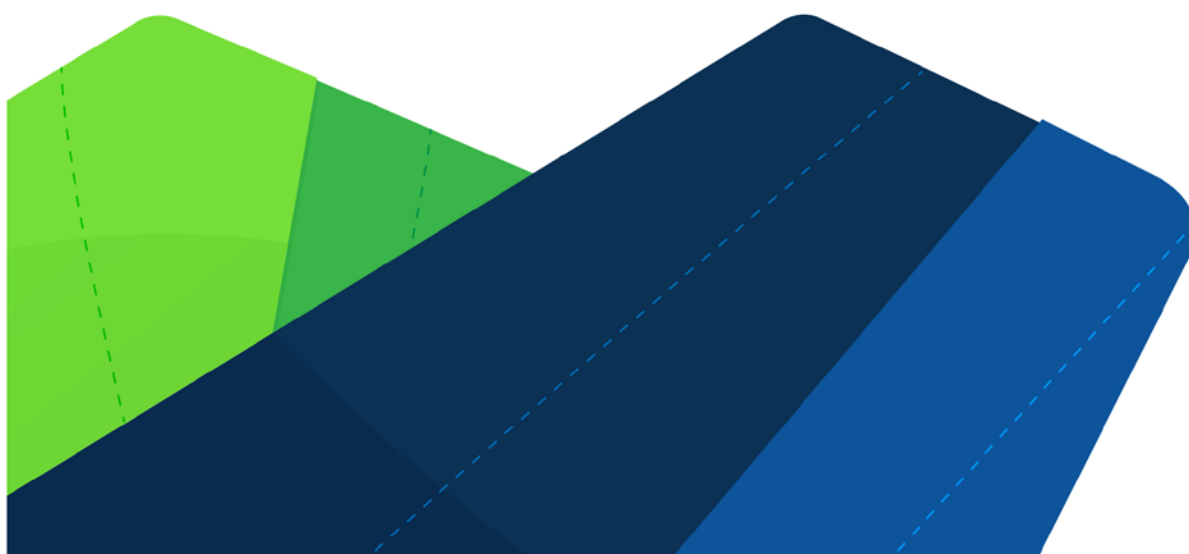


# Department of Health Governance Framework

July 2019



## Department of Health Governance Framework

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## Contents

Introduction.....	3
1. Good governance requirements.....	5
2. Governance principles .....	6
3. Key governance elements .....	6
Plans .....	6
Structures.....	7
Policies and controls.....	7
Resources .....	7
Reports.....	8
Version control .....	9
Appendix A – References.....	10
Appendix B – Quick Guide .....	11

## Introduction

### The Framework

The Department of Health Governance Framework (the Framework) identifies the governance principles and practices that drive and support implementation of good public sector governance across the department.

Public sector governance refers to “*the arrangements and practices which enable a public sector entity to set its direction and manage its operations to achieve expected outcomes and discharge its accountability duties.*” (ANAO, 2014: 7).

Good governance is fundamental to an effective organisation and is the hallmark of a well-managed entity. The Framework provides the foundations of good governance in the department and outlines the department’s direction, control and accountability environment.

A commitment to good governance is fundamental to the achievement of the department’s Strategic Plan, which is our contribution to the 10-year vision and strategy for Queensland *My health, Queensland’s future: Advancing health 2026* (the Vision). We all have a part to play to strengthen performance and accountability to support continued enhancement and delivery of health services to Queenslanders.

The Framework is a requirement under the *Financial and Performance Management Standard 2009* and applies to all Department of Health (department) staff. It is also a useful resource for Hospital and Health Services (HHSs) and broader system stakeholders to better understand the department’s governance arrangements.

The Framework is structured in five components:

- Section 1 – Good governance requirements
- Section 2 – Governance principles
- Section 3 – Key governance elements
- Appendix A – Reference list
- Appendix B – Quick Guide.

The department operates in a complex and evolving public sector health system and the department is responsible for the overall management of the public health system, defined in the *Hospital and Health Boards Act 2011 (HHB Act 2011)* and through the Director-General as the accountable officer. Fulfilling and meeting the elements of our Governance Framework helps to ensure successful delivery of our operations efficiently, effectively and economically.

### Departmental Governance

The Framework provides an outline of governance arrangements within the department and is established in the context of the *HHB Act 2011*, other applicable legislation and regulation, policies, frameworks, service agreements and governance arrangements.

Governance of the department, and system, is complex and multi-faceted given the complex and evolving nature of the public health system. Diagram 1 below provides a representation of the interrelationship between the basic components of governance within the department.



**Diagram 1 – Governance interrelationships within the department**

The *HHB Act 2011* is the central piece of legislation guiding the governance of the department and the system. The Charter of Responsibilities supports clarity of responsibilities and a culture of system mindedness consistent with the *HHB Act 2011*.

The Vision and Ministerial Charter Letter set out the longer-term priorities for health in Queensland and for the health system. Internally, these are translated through the strategic plan and key initiatives to deliver on government commitments to the community.

Strategy execution occurs through operational planning, budgeting and program delivery and is enabled through effective organisational and governance structures, leadership and culture.

The department is structured into divisions and business areas, and peak governance bodies formed and structured to manage and govern delivery on the Vision and strategic plan. These peak governance bodies and organisational structures guide the operations of the department and relationship with other parts of the health system in the context of a broad range of policies, controls and frameworks.

The Queensland Ambulance Service works under this framework however maintains its own related governance arrangements through the responsible Commissioner and Queensland Ambulance Service structure.

# 1. Good governance requirements

The department receives public funding to achieve government's objectives for public health service delivery in the community. In this public sector context, good governance has two main requirements (ANAO, 2014):

**Performance** – how we design and operate our governance arrangements and practices to shape and enable our overall performance and delivery of effective, efficient and economical departmental services:

- Plan for high performance through systematic strategic and operational planning, supported by robust financial management.
- Clearly define outcomes and improve results through effective use of performance information.
- Successfully engage with and strategically manage risks; and take advantage of opportunities.
- Evaluate and review programs to build on strengths and improve outcomes for the community.
- Drive continuous improvement by supporting the implementation of best practice and innovation.

**Accountability** – how we design and operate our governance arrangements and practices within the department to provide visibility of results to leadership, the Government, the Parliament, and the community. To meet our applicable legislative and policy obligations as well as public expectations of openness, transparency and integrity:

- Establish clear roles, responsibilities and accountabilities for decisions and actions.
- Clear expectations and transparency in reporting on performance and operations of the department.
- Build on relationships with stakeholders to ensure services are fit for purpose.
- Individuals and groups exhibit high standards of probity and integrity in providing services, including managing conflicts of interest.

We strike the right balance between performance and accountability to deliver effective, efficient and economical services. Performance without accountability erodes government and public trust and confidence in the department. The way we prioritise our expenditure and be accountable for decisions must be consistent with organisational objectives and good governance principles and practices.

## 2. Governance principles

The following governance principles underpin all the work that we do, and decisions we make, and ensure that all staff operate to expected public sector values and standards:

- **leadership** – achieving good governance through leadership from the top
- **accountability** – being answerable for decisions and having meaningful mechanisms in place to ensure adherence to all applicable standards
- **transparency / clarity** – having clear roles and responsibilities and clear procedures for making decisions, exercising power and communicating decisions
- **integrity** – acting impartially, ethically and in the best interests of the public and the health system
- **efficiency** – ensuring the best use of resources to further the aims of the department and the public health system.

These governance principles are further guided by requirements of the *Public Service Act 2008*, *Public Sector Ethics Act 2008*, *HHB Act 2011* and the Code of Conduct.

## 3. Key governance elements

The Framework is implemented through a range of key governance elements, such as plans, structures, policies and controls, resources, and reports that help us to meet our obligations and contribute to the vision of Queenslanders being among the healthiest people in the world.

These elements have also been mapped against the five [Cultural Success Factors](#) (connectedness, performance, clarity, respect, and capability) in the Quick Guide at Appendix 2, demonstrating the importance of our culture and behaviours to effective governance. The department is building a positive culture that is vibrant, innovative and collaborative to enable staff to achieve the vision. Governance elements need to both align to and be supported by this evolving culture.

A short description of each key governance elements is provided below, with hyperlinks to more detailed information. An asterisk (\*) indicates that the document is only available to Queensland Health staff on the Queensland Health Electronic Publishing System (QHEPS).

### Plans

[Advancing health 2026 \(vision\)](#) articulates a 10-year vision and strategy for Queensland's health system, oversighted by a committee chaired by the Minister for Health and Minister for Ambulance Services.

[Ministerial Charter Letter](#) details the Government's commitments and priorities the Minister for Health and Minister for Ambulance Services is responsible for delivering through the agencies within the Health Portfolio.

[Charter of Fiscal Responsibility](#) outlines the Government's fiscal strategy.

[Queensland Health Budget and Service Delivery Statements](#) outline Queensland Health's portfolio budget, future highlights, recent achievements, performance, staffing, administered items, services, and service standards / measures.

[Department of Health Strategic Plan 2021-2025](#) is a core planning document for the department, outlining the department's strategies for supporting the health and wellbeing of all Queenslanders and contribution to Advancing health 2026.

[Strategic Management Planner](#) highlights management and corporate governance activities that occur throughout the year across the Queensland public sector.

## Structures

[Hospital and Health Boards Act 2011](#) is an Act to provide for the delivery of public sector health services and other health services in Queensland.

[Queensland Health organisational structure](#) outlines Queensland Health's organisational structure, including the department and 16 HHSs.

[Health statutory agencies](#) are non-departmental government entities within the Health portfolio including HHSs, Office of the Health Ombudsman, Queensland Mental Health Commission, Health and Wellbeing Queensland, Hospital Foundations, the QIMR Berghofer Medical Research Institute Council, mental health authorities and ministerial advisory committees.

## Policies and controls

[Policy and Standards Register](#) provides access to departmental policy documentation.

[Health Service Directives](#) list of health service directives issued to HHSs by the Director-General.

[Health Employment Directives](#) list of health employment directives issued by the Director-General that are binding on the department and HHSs.

[Queensland Government Performance Framework](#) supports improved performance management, evaluation, monitoring results and public reporting in the Queensland public sector.

[HHS Performance Framework](#) sets out the framework in which the department monitors and assesses the performance of HHSs and Mater Health Services, South Brisbane.

[HHS Service Agreements](#) service agreements in place between the department and each HHS for the provision of public health services.

[Code of Conduct for the Queensland Public Service](#) applies to all department employees and reflects the principles of integrity and impartiality, promoting the public good, commitment to the system of government, accountability and transparency.

## Resources

[Queensland Public Service values](#) five values that guide our behaviour and the way we do business.

[Capability and Leadership Framework](#) Queensland Public Service Commission tools to assist the department to develop the capability and leadership of people at all levels through the department.



## Reports

[Department of Health Annual Report](#) provides an overview for Parliament and the community, of the department's financial and non-financial performance and key achievements.

[Open Data Strategy](#) lists data collected by the department, timetables for its release and standards for data management.

[Publication scheme](#) sets out the range of information the department makes routinely available.

**External review** ([QAO](#), [Parliamentary Committees](#)) the department is subject to a range of external review processes, including, for example, those conducted by the Queensland Auditor-General and Parliamentary Committees.

## Version control

The Framework will be regularly reviewed and updated by the Corporate Services Division.

Version	Date	Description of change / revision
V1.0	5 July 2017	Endorsed first version
V1.1	31 July 2018	Updated hyperlinks
V2.0	9 August 2019	Updated hyperlinks and references
V2.1	19 July 2021	Update hyperlink to QH org chart and remove DoH org link for external website.
V2.2	27 July 2021	Update hyperlinks, and remove all hyperlinks to internal QHEPS site

## Appendix A – References

- ASX, 2014, Corporate Governance Principles and Recommendations, 3rd Edition
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- Australian National Audit Office, 2014, Public Sector Governance: Strengthening Performance Through Good Governance – Better Practice Guide
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- UK Government, 2011, Corporate Governance in central government departments: Code of good practice 2011

# Good public sector governance

## Performance

How we design and operate our governance arrangements and practices to shape and enable our overall performance and delivery of effective, efficient and economical services.

## Accountability

How we design and operate our governance arrangements and practices within the department to:

- provide visibility of results to leadership, the Government, the Parliament, and the community
- meet our applicable legislative and policy obligations as well as public expectations of openness, transparency and integrity.



## Governance principles

- **Leadership** – achieving good governance through leadership from the top.
- **Accountability** – being answerable for decisions and having meaningful mechanisms in place to ensure adherence to all applicable standards.
- **Transparency / clarity** – having clear roles and responsibilities and clear procedures for making decisions, exercising power and communicating decisions.
- **Integrity** – acting impartially, ethically and in the interests of the department and the health system.
- **Efficiency** – ensuring the best use of resources to further the aims of the department and public health system.



## Governance elements

plans, structures, policies, resources, and reports aligned to and supported by our positive culture and behaviours:

- 

**CONNECTEDNESS**  
Connecting with each other, our community and the system
- 

**PERFORMANCE**  
Aspiring to high-performance and supporting excellence
- 

**CLARITY**  
Understanding our role and the contribution we all make
- 

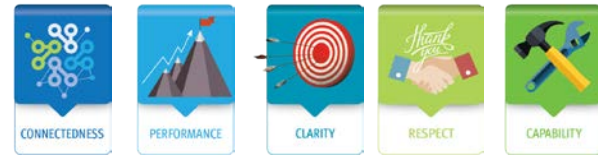
**RESPECT**  
Respecting others and valuing diversity
- 

**CAPABILITY**  
Continually developing our own capability and others



## Index of key governance elements

Governance elements, such as plans, structures, policies, resources and reports ensure we meet our obligations and contribute to the vision of Queenslanders being among the healthiest people in the world. The key elements are mapped below against the cultural success factor/s they most clearly reflect, to demonstrate the importance of how we operate to effective governance within the Department of Health.



	CONNECTEDNESS	PERFORMANCE	CLARITY	RESPECT	CAPABILITY	
Plans	<a href="#">Advancing health 2026 (vision)</a>	●	●	●	●	●
	<a href="#">Ministerial Charter Letter</a>	●	●	●		
	<a href="#">Charter of Fiscal Responsibility</a>		●	●		
	<a href="#">Health Budget and Service Delivery Statements</a>		●	●		
	<a href="#">Strategic Plan</a>	●	●	●	●	●
	<a href="#">Operational Plan*</a>	●	●	●	●	●
	<a href="#">Strategic Management Planner</a>	●	●	●		
Structures	<a href="#">Hospital and Health Boards Act 2011</a>	●	●	●		●
	<a href="#">Charter of Responsibility*</a>	●		●		
	<a href="#">Queensland Health organisational structure</a>	●	●	●	●	●
	<a href="#">Health statutory agencies</a>	●		●		
	<a href="#">Department organisational structure*</a>	●	●	●	●	●
	<a href="#">Governance Committees*</a>	●	●	●	●	●
Policies & controls	<a href="#">Functional System Leadership Model*</a>	●	●	●	●	●
	<a href="#">Policy and Standards Register</a>		●	●		
	<a href="#">Health Service Directives</a>		●	●		
	<a href="#">Health Employment Directives</a>		●	●		●
	<a href="#">General legislation compliance*</a>		●	●	●	
	<a href="#">Administering portfolio legislation*</a>	●	●	●	●	●
	<a href="#">Corporate Delegations*</a>		●	●		●
	<a href="#">Public health delegations*</a>		●	●	●	●
	<a href="#">Internal Control Framework*</a>		●	●		
	<a href="#">Control Framework for Expenditure*</a>		●	●		
	<a href="#">Financial Management Practice Manual*</a>		●	●		
	<a href="#">Queensland Government Performance Framework</a>		●	●	●	●
	<a href="#">Department Performance Management Framework*</a>	●	●	●		

	CONNECTEDNESS	PERFORMANCE	CLARITY	RESPECT	CAPABILITY	
Policies & controls	<a href="#">HHS Performance Framework</a>	●	●	●		
	<a href="#">HHS Service Agreements</a>		●	●		
	<a href="#">Enterprise Risk Management Framework*</a>	●	●	●	●	●
	<a href="#">Fraud and Corruption Control Framework*</a>		●	●	●	
	<a href="#">Procurement Framework*</a>		●	●		
	<a href="#">Investment Management Framework*</a>		●	●		
	<a href="#">eHealth Investment Governance Framework*</a>		●	●		
	<a href="#">Business Continuity Management Framework*</a>		●	●		●
	<a href="#">Business Resilience*</a>		●	●		●
	<a href="#">Safety and Wellbeing Management Framework*</a>		●	●	●	
	<a href="#">Performance, Capability and Recognition Strategy*</a>		●	●	●	●
	<a href="#">Mandatory training*</a>		●	●		●
	<a href="#">Code of Conduct for the Queensland Public Sector</a>		●	●	●	
	Resources	<a href="#">Queensland Public Service values</a>	●	●	●	●
<a href="#">Working for Queensland*</a>		●	●	●	●	●
<a href="#">Cultural Success Factors and Behaviours*</a>		●	●	●	●	●
<a href="#">Capability and Leadership Framework</a>			●		●	●
<a href="#">Professional development*</a>			●			●
<a href="#">Position role descriptions*</a>			●	●		
<a href="#">Managing employee complaints*</a>			●		●	●
Reports	<a href="#">Public interest disclosures</a>		●		●	
	<a href="#">Annual Report</a>	●	●	●	●	●
	<a href="#">Open Data Strategy</a>			●		●
	<a href="#">Publication scheme</a>	●		●	●	●
	<a href="#">Internal Audit*</a>	●	●	●	●	●
	<a href="#">External review (QAO, Parliamentary Committees)</a>	●	●	●	●	●

\* Link only available to Queensland Health employees.



