DEFINITION

The term ‘governance’ refers to the act of governing, or the authority to rule and control. Through common usage however, and its application across both private and public sectors, the term has taken on various meanings. Governance within the Queensland public sector however, is considered at two levels:

Strategic Governance is considered to encompass the processes by which the public sector is managed at a strategic level. Central to governance are the concepts of leadership, authority, accountability, transparency and stewardship. Additional to this is the concept that some agency outputs serve as a “delivery arm” to ensure the efficient, effective and equitable allocation of state funding.

Agency Governance refers to the services internal to agencies which support the particular outputs of the agencies. The requirements for financial, risk management, human resources, systems development and internal review and performance review processes within agencies are outlined within the Financial Management Standard 1997.

PRINCIPLES AND INDICATORS FOR STRATEGIC GOVERNANCE

Within the context of the definition above the following draft principles and indicators have been developed:

1. Strategic Direction

The Government sets the strategic policy direction for the public sector that will ensure the best outcomes for communities. This decision making process is supported by whole of government plans and policies which assist both State and Local Governments to understand and balance competing priorities across social, economic, environmental and fiscal dimensions. It also requires collaborative effort and coordination across government in developing policies and strategies and evaluating performance.

Key Indicators
- Social, Economic and Environmental Policy Advice
- Whole of Government Policy Coordination
- Integrated Planning and Policy Frameworks

2. Workforce Capability

The public service now operates in a complex legislative, regulatory and organisational environment. Increasing, community expectations, changing technology, professional standards and skill requirements add to the pressures in delivering services to the community. It will be crucial that the workforce remains highly skilled, motivated and flexible.

Key Indicators
- Workforce Planning
- Skills Development and Workforce Flexibility
- Corporate Health

3. Fiscal, Regulatory and Administrative Frameworks

Sound fiscal, legislative and administrative frameworks are fundamental to the efficient and effective management of the State’s resources.

Key Indicators
- Financial Analysis and Policy Advice
- Administrative Systems, Policies and Procedures
- Legislative Frameworks, Guidelines and Regulations

4. Accountability

Internal. Accountability and review structures provide assurance to the Executive and the community that strong financial management practices exist and are adequately reviewed and monitored.

External. Accountability for whole-of-government performance ensures that government actions are transparent to the community. For Queensland, these responsibilities are embodied inter alia through the Charter of Social and Fiscal Responsibility.

Key Indicators
- Procedural Review
- Review, evaluation and Reporting of Priorities and Outcomes
5. Ethics and Integrity
Public sector standards and codes of practice ensure integrity in the performance of official duties, due process for the use and release of information and stewardship of the processes which ensure people are being treated equitably and fairly and have access to information and decision making.

Key Indicators
- Access to democratic processes
- Community complaints resolution
- Freedom of Information
- Employee Conduct

There are a number of outputs which support the processes and protocols of government and/or the Parliament.

Key Indicators
- Officer of the Governor
- Parliamentary Process

NB The Indicators and Measures will be refined over time in consultation with agencies.