



## OSR Governance Framework

The OSR Governance Framework provides guidance to staff and assures OSR, the Government and more broadly, members of the public, that OSR is applying and practicing principles of good governance in its work. The Framework is an important tool in providing stakeholders with confidence that OSR is operating efficiently, effectively and ethically.

The Framework is comprised of six principles of good governance which draw on guiding principles published by the Australian National Audit Office. The principles are interrelated and should be considered as equally important components contributing to a sustainable, robust governance culture.

## Transparency

### OSR definition

Transparency refers to the way in which OSR is open about the reasons for and outcomes of the decisions it makes and the actions it takes. Being transparent when communicating with stakeholders and providing clear, accurate information leads to effective, defensible action and public confidence in OSR's work and its people.

### Key OSR examples include

- Annual reporting
- Client Charter
- OSR's website
- Client satisfaction survey
- Public rulings
- Client Relationship Management Strategy
- Right to Information process



## Efficiency

### **OSR definition**

Efficiency refers to the way in which OSR makes objective decisions to ensure the best use of its resources. The efficiency principle is supported by the continuous improvement philosophy, whereby OSR constantly evaluates the way it does its work to establish whether improvements can be made.

### **Key OSR examples include**

- Operational plans
- Continuous improvement philosophy
- Risk management activities
- Performance management
- Procedure manuals
- Compliance model

## Accountability

### **OSR definition**

Accountability refers to the way in which OSR and its people are responsible for their decisions and actions and submit themselves to appropriate scrutiny. Accountability is the obligation to answer for a responsibility conferred and spans a range of concerns including probity, ethics and the effective and efficient implementation of projects and programs.

### **Key OSR examples include**

- Performance reporting
- Systems appraisals
- Audit activity
- OSR & Treasury Audit Committees
- Certificates of Assurance Program
- Objections & appeals process
- Complaints channels & procedures



## Leadership

### **OSR definition**

Leadership which promotes and supports good governance practices across OSR is critical to embed a strong governance culture.

While leaders provide the direction, all OSR staff are responsible for applying good governance practices in their work.

### **Key OSR examples include**

- Senior Executive Group
- Executive Management Group
- Managers' Group
- Governance Unit
- Capability Leadership Framework
- Leadership Development Program

## Stewardship

### **OSR definition**

The stewardship principle recognises that OSR and its people exercise powers vested in them on behalf of the State. The powers and resources we use are held in trust and are not privately owned making us stewards of those powers and resources.

It is important to govern OSR to its capacity, to serve Government and to make sure the public interest is maintained and improved over time. This includes financial sustainability and the efficient and effective management of resources, as well as less tangible factors, such as maintaining the trust placed in OSR and the Government as a whole.

### **Key OSR examples include**

- Suite of Financial Accountability legislation: Financial Accountability Act 2009 and Financial and Performance Management Standard 2009



- Financial, administrative, HR and revenue legislation delegations and related controls
  - Procurement policies and related controls
  - Treasury's Financial Management Practice Manual
  - Strategic & Revenue Risk Registers

## Integrity

### **OSR definition**

The integrity principle refers to the high standards of propriety and probity in the stewardship of public funds and resources. The integrity of OSR is ultimately determined by its people. OSR's staff should be professional, honest and objective in the performance of their duties to ensure the quality of OSR's decision-making processes and financial and performance reporting.

### **Key OSR examples include**

- Treasury's Code of Conduct
- OSR Welfare Committee
- Recruitment & selection procedures
- Integrity framework
- Information Privacy process