5

Corporate governance

Governance structure

DCDD has a strong corporate governance structure that guides the department to deliver the appropriate standards of accountability, probity and transparency in our day-to-day operations.

Diagram 4 illustrates the linkages and alignment between government directions, our planning and strategy with responsibilities, outputs and service delivery to ensure outcomes are influenced from the top down and the bottom up.
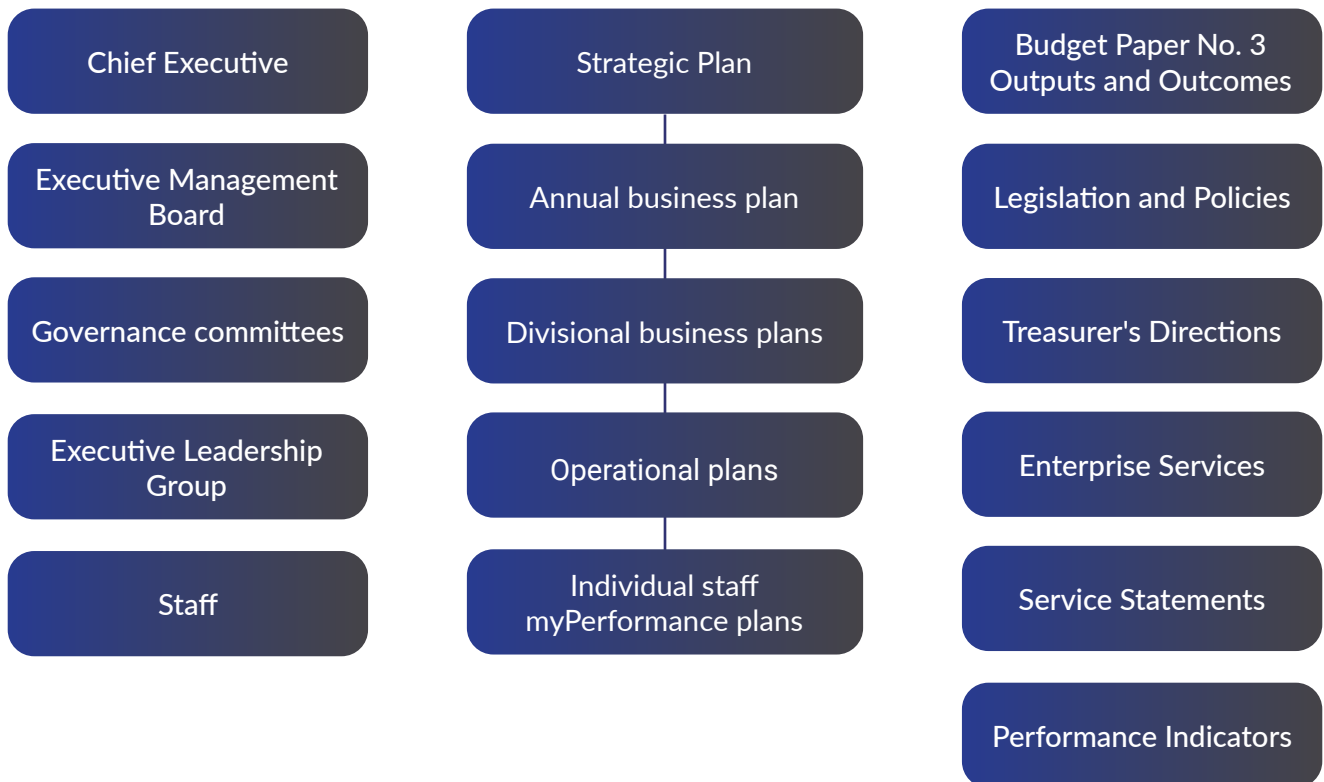
Chief Executive	Strategic Plan	Budget Paper No. 3 Outputs and Outcomes
Executive Management Board	Annual business plan	Legislation and Policies
Governance committees	Divisional business plans	Treasurer's Directions
Executive Leadership Group	Operational plans	Enterprise Services
Staff	Individual staff myPerformance plans	Service Statements
		Performance Indicators

Diagram 4: DCDD governance structure

Corporate governance committees

Our governance committee structure consists of the Executive Management Board and the supporting governance committees, outlined at Diagram 5, responsible for governance of the agency.

The board and committees oversee the implementation of policies, plans and procedures that provide the foundation for good governance for our activities.

All DCDD corporate governance committees have a terms of reference and undertake an annual self-assessment to ensure continuous improvement and performance is strengthened. All committees operated in line with their terms of reference.
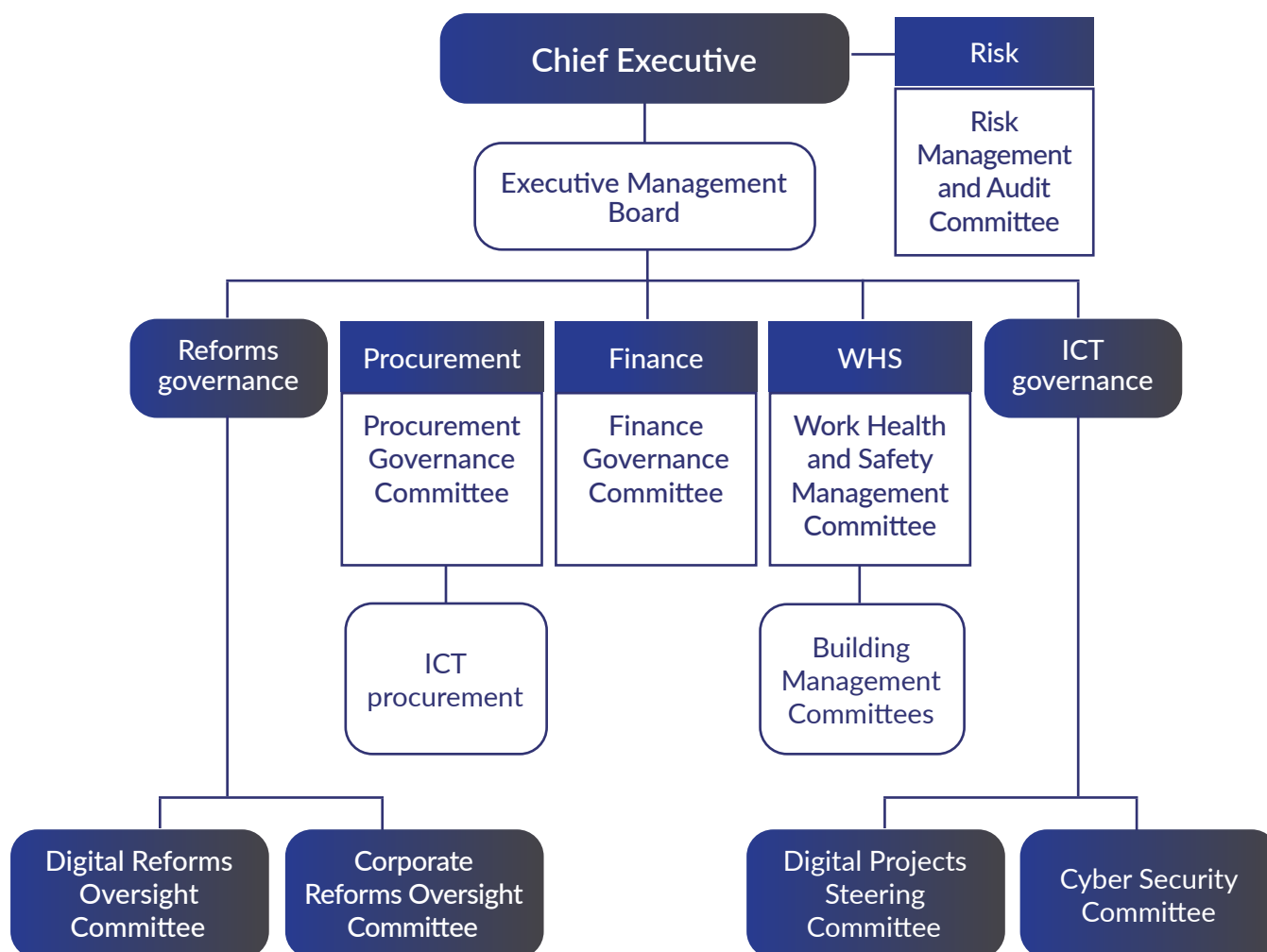
Diagram 5: DCDD corporate governance committee structure

Executive Management Board

The Executive Management Board (EMB) is the senior governance and decision-making body of DCDD, providing strategic direction across the department and its GBDs. Membership of the board as at 30 June 2024 is set out in the table below.

In addition, senior officers are selected to participate on EMB on quarterly rotation to broaden their experience and knowledge at a strategic level. The practice also strengthens the capability of the senior leadership team.

EMB monitors performance across DCDD's span of functions through reporting against key performance indicators, workforce services highlights and monthly reports from divisions and business support services. Careful consideration is given to performance, trends and strategic issues and risks at board meetings.

EMB decisions and actions are conveyed through the Executive Leadership Group and shared across team meetings at whole of department and division levels, and are included in the staff newsletter.

The board meets monthly and met on 12 occasions in 2023-24.

Executive Management Board as at 30 June 2024

Members	Job title
Chris Hosking	Chief Executive (Chair)
Lisa Watson	Deputy Chief Executive Corporate Services
Greg Connors	Deputy Chief Executive Digital Services
Bruno Braga	Executive Director Office of Digital Government
Ewan Perrin	Executive Director Office of Digital Government*
Lou-anne Duncan	NT Property Management
Rex Schoolmeester	Chief Financial Officer
Donald Young	Senior Director Digital Strategy
Jayne McAlister	Director Regions
Tammy Denniss	DCDD HR Business Partner
Shelley Gray	Director Executive Services

Rotational members (throughout 2023-24)

Shane Harrison	Manager Mainframe Services
Kylie Cardinal	HR Business Partner
Shirley Wilkshire	Director Workforce Performance
Monique Kenney	Director CCSRP Governance
Kate Stevenson	Senior Director Information Management Services
Leticia Moo	Clinical Safety Manager
Michelle Ivers	Senior Director Workforce Development
Liz Shenton	Senior Director Digital Solutions

*transitioned to retirement

Risk management

DCDD's Risk Management Framework is consistent with AS/NZS ISO 31000:2009 Risk Management: Principles and Guidelines. DCDD uses this overarching framework to form its cohesive risk management approach.

The framework comprises the Risk Appetite Statement, Risk Management Policy, procedures and information sheets which provide staff with the tools to manage risk on a day-to-day basis.

Risk management is integrated into business planning processes and embedded across the department, enabling a proactive risk management culture.

Internal controls

DCDD has a robust set of key internal controls in place to detect and mitigate risks and assist the Accountable Officer in the performance of their duties under the relevant legislation.

Delegations

Authorised staff are delegated to undertake specific responsibilities of the Accountable Officer as prescribed in the applicable legislation.

Conflicts of interest

Employees are responsible for declaring and actively managing conflicts of interest through an annual process or as conflicts arise to maintain the department's integrity.

Gifts and benefits

The Code of Conduct under the *Public Sector Employment and Management Act 1993* and DCDD's Gifts and Benefits Policy outline clear direction for the conduct of employees in relation to gifts and benefits.

Data breaches

Requirements and management of data breach incidents to protect confidential information held within DCDD are set out in the Data Breach Policy and Data Breach Response Plan.

Procurement controls

A strong focus on procurement governance is maintained to comply with the NT Government's Procurement Framework as DCDD is a major procurer.

Policies and procedures

Policies, procedures and templates are in place to assist governance committees and employees with their work. These are approved by the Executive Management Board, Chief Executive or Governance Committee.

Accounting and Property Manual

The Accounting and Property Manual sets out finance procedures and internal controls to be applied across the department to ensure DCDD's processes are in accordance with the *Financial Management Act 1995* and Treasurer's Directions.

Additional controls

To further support our risk management obligations and enhance risk monitoring and reporting, additional controls are in place to strengthen DCDD's risk oversight, including:

- Employment screening

- Fraud and Corruption Control Policy

- Improper Conduct Investigations and Reporting Policy

- Whistleblower Policy

- regular monitoring and reporting of risk assessments through our governance committees.

Audits

In accordance with the *Financial Management Act 1995*, the department has an internal audit function to assist the Accountable Officer, which is monitored by the Risk Management and Audit Committee. A summary of internal audits undertaken during 2023-24 is set out in Appendix E.

DCDD is subject to the Northern Territory Auditor-General's audit program under the powers and responsibilities established by the *Audit Act 1995*. Findings raised through this process are monitored and reported through the Risk Management and Audit Committee. A summary of external and performance management system audits undertaken during 2023-24 is set out in Appendix E.

Freedom of information (FOI)

The *Information Act 2002* allows for access to government and personal information.

The table below provides a breakdown of DCDD's FOI applications processed in accordance with the *Information Act 2022* during 2023-24.

FOI application summary	Total
Applications carried forward from previous year	6
New applications received during reporting period	13
Applications finalised during reporting period	19

Digital governance frameworks

As part of our strategic ICT responsibilities, DCDD has developed a range of clearly defined governance frameworks for the use of departments across the NT Government to ensure compliance with core digital governance and accountability requirements.

ICT Governance Framework

The NTG ICT Governance Framework ensures ICT investments and projects across departments are planned and supported by the framework.

The framework requires assurance oversight, particularly for high risk, high value digital programs and sets out processes for department management of ICT programs.

The framework is enhanced by Treasurer's Directions (ICT series), digital policies, a reporting portal and ICT governance guidelines to assist departments.

ICT Governance Board (IGB)

The ICT Governance Framework is underpinned by IGB to ensure consistency and accountability for application of the framework across the public sector by:

- applying stringent monitoring and analysis of major ICT investment proposals

- overseeing ICT projects from an all-of-government perspective.

The IGB considers digital policies, emerging ICT issues and risks, and coordinates reporting to government, with membership comprising senior representatives from across government.

Cyber Security Governance Framework

The Cyber Security Governance Framework complements the NTG ICT Governance Framework to ensure cyber security is embedded in the management of government's ICT environment and government service delivery. The framework sets out:

- NTG's cyber security policy intent and alignment to contemporary practice

- planning and investment approach for cyber security controls

- cyber security management responsibilities of DCDD and departments.

The Framework, Treasurer's Directions (ICT series), ICT policies, standards and guidelines, and the NTG ICT Governance Framework together provide an integrated package for the effective governance of cyber security across government.

The Cyber Security Committee operationalises the framework through monitoring and overseeing cyber security activities and readiness across DCDD's responsibilities and the NTG enterprise ICT environment.

The committee also provides advice on cyber security matters to IGB.

Data Governance Framework

The NT Data Governance Framework provides the foundation for managing and sharing data across government effectively, respectfully and accountably, while enabling data and digital technology to foster innovation and economic development.

Safeguards are provided to assess risks and consider ethical and cultural aspects of data re-use. The framework ensures compliance with legislation, policies, standards and guidelines for the protection of sensitive data.

The NT is a signatory to Australia's intergovernmental agreement on data sharing. DCDD contributes to the national Data and Analytics Working Group to operationalise the agreement and improve data sharing between jurisdictions and with the Commonwealth.

The NT also participates on national Closing the Gap working groups to progress initiatives on data sharing and making data more accessible to Aboriginal communities.

Legislation administered in 2023-24

The department is responsible for administering the *Information Act 2002* Part 9 (except Archives Management) as it relates to NT Government records management.