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Governance structure

The Department of Corporate and Digital Development (DCDD) operates within a robust corporate governance framework that guides the department and its government business divisions (GBDs). The framework provides a structured approach for planning, implementing, monitoring and reviewing activities and decisions, ensuring the department operates effectively, ethically and in alignment with its strategic objectives.

DCDD’s governance model supports the achievement of organisational outcomes by establishing clear accountability and decision-making responsibilities. It outlines the department’s expectations for management oversight, regulatory compliance, audit and risk management, implementation of the OneNTG framework, and performance monitoring and reporting. Through these arrangements, the model promotes effective governance, transparency and continuous improvement across the department. The DCDD Corporate Governance Framework was approved in July 2025.

Figure 5.1 – DCDD Corporate Governance Framework



Risk management and audits

Risk management is an integral component of DCDD’s corporate governance framework and supports informed decision-making, organisational performance and the delivery of services across government. The department’s Risk Management Framework, including the Risk Appetite Statement and supporting policies and procedures, provides a consistent approach to identifying, assessing and managing risk.

As a provider of whole of government services, DCDD considers both government priorities and the strategic objectives of client agencies within its governance and risk management processes. The department promotes a positive risk culture that encourages the proactive management of risks and opportunities through strategic and operational risk registers, mitigation strategies and regular governance oversight.

A comprehensive system of internal controls supports effective governance, accountability and compliance. These include delegated authorities, conflict of interest declarations, employment screening, an internal audit program, a program of risk and assurance reviews, and policies relating to procurement, gifts, fraud and corruption, improper conduct, whistleblower protections, and data breach management. Financial controls and governance processes also support the responsible stewardship of public resources.

During 2025–26, DCDD reviewed and approved its Strategic Risk Appetite Statement and Strategic Risk Register to ensure they remained aligned with the department's strategic objectives and operating environment.

Freedom of information

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

A summary of freedom of information (FOI) applications processed in accordance with the Act during 2025–26 is presented in the table.

FOI application summary	Total
Applications carried forward from previous year	2
New applications received during reporting period	21
Applications finalised during reporting period	21
Applications carried forward to next reporting period	2

Corporate governance committees

DCDD's governance committees support effective management, oversight and accountability, providing the foundation for sound governance through established reporting arrangements that facilitate informed, transparent and accountable decision-making.

The governance structure complements, but does not replace or diminish, the authority of the Chief Executive or other officers exercising delegated powers. Governance committees may endorse proposals and provide guidance, assurance and advice to support decision-makers in the exercise of their responsibilities.

The Executive Management Board (EMB) focuses on strategic priorities aligned with the DCDD's Strategic Plan 2024–28, supporting the delivery of government priorities, enhancing customer engagement and driving organisational improvement. Its agenda emphasises strategy, performance and delivery outcomes, while streamlining operational reporting requirements.

The board enables good foundational governance by enabling oversight and management through established reporting lines that support informed, accountable and transparent decision-making.

Members of the board consist of:

- Chief Executive, Chair
- Deputy Chief Executive – Corporate
- Deputy Chief Executive – Digital
- Chief Operating Officer
- Senior Director Organisational Support and Coordination
- Executive Director Commercial Services
- Executive Director Information Management Services and Fines Recovery Unit
- Executive Director Data and Digital Strategy and Advisory Services

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- Executive Director Digital Operations
- Chief Financial Officer, ex-officio
- Director Regions, ex-officio.

Outcomes from EMB meetings are communicated to the Executive Leadership Group to ensure organisational alignment and accountability. The board convened on 13 occasions during 2025–26.

Figure 5.2 – DCDD Corporate Governance Committee Structure

