

# DCJ Enterprise Governance Framework

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## Acknowledgement of Country

The NSW Department of Communities and Justice acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this framework.

We advise this resource may contain images, or names of deceased persons in photographs or historical content.

DCJ Enterprise Governance Framework

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# Contents

<b>1</b>	<b>Overview .....</b>	<b>1</b>
1.1	Enterprise Governance.....	1
1.2	DCJ Governance Principles.....	2
1.3	Components of Public Sector Governance.....	2
<b>2</b>	<b>DCJ Purpose and Values .....</b>	<b>3</b>
2.1	DCJ Values.....	3
2.2	Communities and Justice Agency Portfolio.....	4
2.3	Cultural Governance.....	4
2.4	Diversity and Inclusion.....	4
2.5	Disability Inclusion Action Plan (DIAP).....	4
<b>3</b>	<b>Management and Oversight.....</b>	<b>5</b>
3.1	Leadership, Strategic, Divisional and Line of Business Plans.....	5
3.2	Management Regime and Governance .....	6
3.3	Accountability and Delegations.....	6
<b>4</b>	<b>Structure.....</b>	<b>7</b>
4.1	Key Governance Committees.....	7
4.2	DCJ Executive Leadership Team.....	7
4.3	DCJ Subcommittees.....	8
4.4	Steering Committees and Working Groups.....	9
<b>5</b>	<b>Ethics and Compliance .....</b>	<b>10</b>
5.1	Code of Ethical Conduct.....	10
5.2	Conflict of Interest (COI) .....	10
5.3	Gifts, Benefits and Bequests (GBB).....	10
5.4	Senior Executive Private Interest Disclosures (SEPID).....	10
5.5	Secondary Employment and Unpaid Work .....	10
5.6	Fraud and Corruption Control System.....	11
5.7	Compliance Management Framework.....	11
5.8	Legislative and Administrative Compliance (LACP) .....	11
<b>6</b>	<b>Corporate Reporting .....</b>	<b>11</b>
6.1	Audit and Risk Committees.....	11
6.2	Internal and External Audit.....	12
<b>7</b>	<b>Disclosure .....</b>	<b>13</b>
7.1	Annual Report.....	13
7.2	Public Interest Disclosures.....	13
7.3	Continuous Disclosure.....	13
<b>8</b>	<b>Remuneration .....</b>	<b>14</b>

<b>9</b>	<b>Risk Management</b> .....	<b>14</b>
9.1	Enterprise Risk Management Framework, Policy and Procedures .....	14
9.2	Enterprise Risk Management System.....	14
9.3	Management Sign-off of Internal Controls.....	15
<b>10</b>	<b>Key Stakeholder Rights</b> .....	<b>15</b>
10.1	Privacy.....	15
<b>11</b>	<b>Quality Assurance and Continuous Improvement</b> .....	<b>15</b>
<b>12</b>	<b>Support and Advice</b> .....	<b>16</b>
<b>13</b>	<b>References</b> .....	<b>16</b>
<b>14</b>	<b>Document Information</b> .....	<b>16</b>
<b>15</b>	<b>Approval and Review Details</b> .....	<b>16</b>

# 1 Overview

## 1.1 Enterprise Governance

The Enterprise Governance Framework (the Framework) sets out the Department of Communities and Justice (DCJ) commitment to ethical and effective leadership to achieve strategic objectives, and embed culture, performance and effective control for governance outcomes.

The Framework outlines the principles, values, management and oversight, governance structure and components to build and develop a governance culture. It identifies processes and systems in place within which DCJ undertakes its compliance and governance responsibilities through strong leadership, ethical decision-making, transparency, management, accountability, and performance improvement. It promotes best practice public sector governance and applies to all staff.

### Governance Lighthouse - a Strategic Early Warning Signal

DCJ has implemented the components of public sector governance outlined in the Governance Lighthouse system – a strategic early warning system, developed by the Audit Office of NSW (AONSW) specifically for NSW government departments.

DCJ governance principles (below) and DCJ values (section 3) underpin governance outlined in the Lighthouse model. They set a clear direction on how desired objectives are achieved, measured, tracked and how progress is reported. These principles, values and frameworks collectively underpin DCJ strategies, systems and policies.

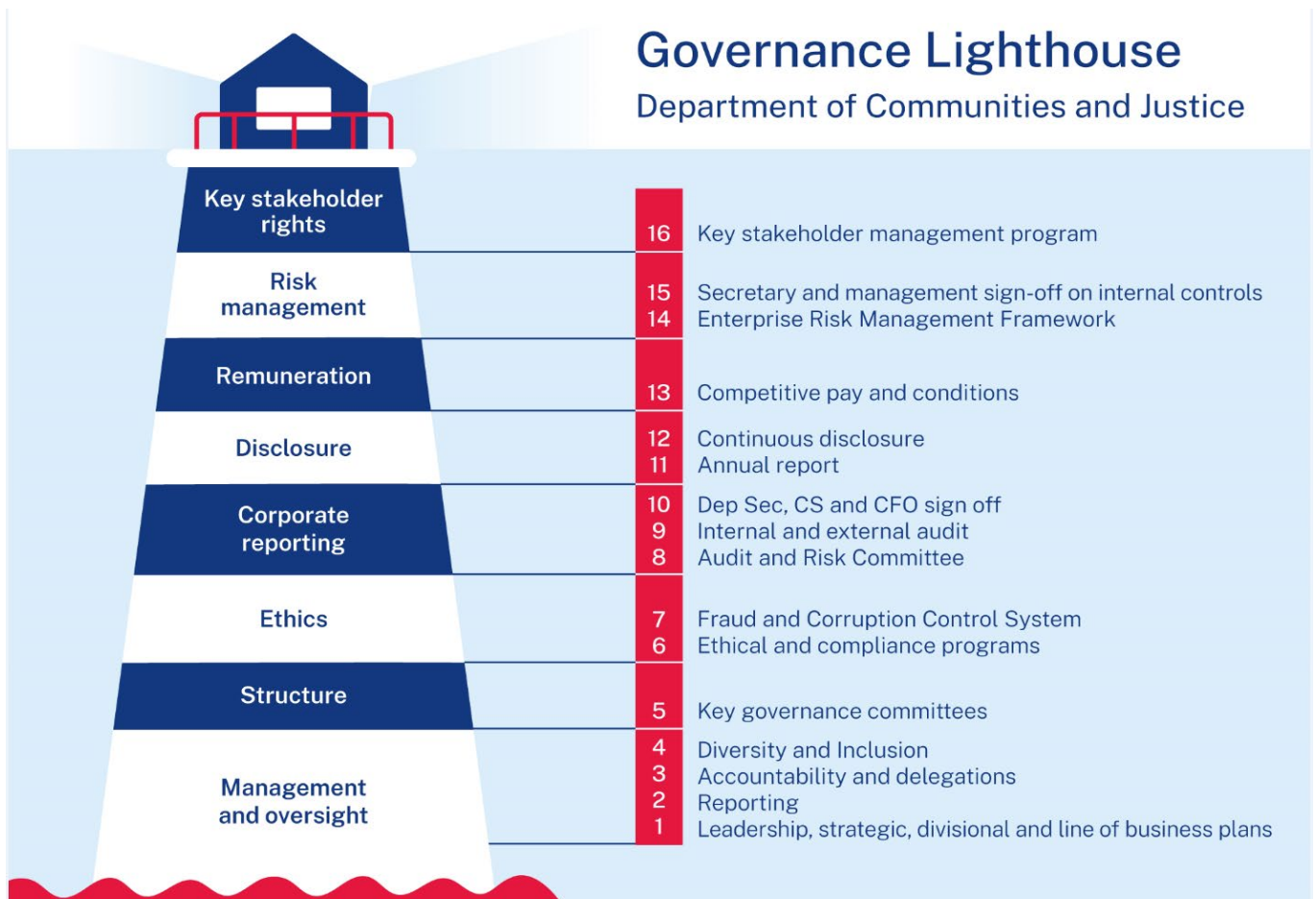


Figure 1: Governance Lighthouse (Governance Lighthouse (2015) used with permission of Audit Office of NSW)

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## 1.2 DCJ Governance Principles

The framework is underpinned by six foundational principles of public sector governance. These principles are based on the AONSW Governance Lighthouse model and align to the DCJ Values.

DCJ's governance principles set high standards and are central to establishing best practices, good governance and organisational culture. The principles are:

- **Leadership** – we strive to achieve good governance through committed leadership
- **Accountability** – we are responsible for our decisions and having appropriate mechanisms in place to ensure the agency complies with all applicable standards
- **Transparency and openness** – we have clear procedures, roles and responsibilities for decision-making and exercising power
- **Integrity** – we act impartially, ethically and in the public interest
- **Efficiency** – we ensure the best use of resources to achieve the goals of the organisation
- **Reliability** – we do what we say we will do, deliver results and manage stakeholder expectations.

High-level principles provide the foundation and guidance for the organisation to achieve and maintain good governance, and realise the following benefits:

- **Effective performance** – The organisation is true to its purpose; performs as required; generates value for stakeholders; remains in alignment with its policies and relevant stakeholders.
- **Ethical behaviour** – The organisation demonstrates an ethical culture; accountability through accurate and timely reporting on its performance and stewardship of resources, fairness in the treatment of, and engagement with stakeholders; integrity and transparency in fulfilling its obligations, and commitment; competence and probity in the manner in which it makes decisions.
- **Responsible stewardship** – The organisation makes use of resources in a responsible manner; effectively balances positive and negative impacts; considers global context; ensures its contribution to sustainable development; engenders the trust and confidence of the communities within which it operates, and beyond.

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## 1.3 Components of Public Sector Governance

Public sector governance is about shining a light on government operations and functions, promoting good practices to improve performance and better serve the public.

DCJ has an integrated approach incorporating the disciplines of enterprise governance, risk management and compliance. The objectives of this integration are to assess our strengths and weaknesses in current practice and better define our risks and opportunities, to ensure:

- consistent governance structures and mechanisms provide information and assurance that DCJ is delivering results that are aligned with Government priorities
- compliance with statutory and government requirements and values
- clarity in reporting so that sound information is available for decision-making
- roles and responsibilities of individuals and governance structures are clearly understood
- accountability for establishing, maintaining and reporting on key governance mechanisms is identified
- awareness by all staff of the meaning and importance of corporate governance and their individual governance roles and responsibilities
- values are firmly embedded throughout the organisation, supporting an ethical culture
- strong links between corporate and business planning, risk management and compliance
- stakeholder confidence, leading to greater trust in and acceptance of decision-making as well as willingness to engage and collaborate with DCJ

- activities are based on Australian best practice and principles and International Organisation for Standardisation (ISO) standards.

DCJ governance arrangements are agile and receptive to changes in government priorities, legislation and the regulatory landscape. The framework will be reviewed periodically to ensure currency and alignment with leading practice corporate governance standards, to align with changes to government priorities and strategic goals, and to reflect any statutory and organisational changes.

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## 2 DCJ Purpose and Values

DCJ’s purpose is to help create a safe, just, resilient and inclusive NSW in which everyone has the opportunity to realise their potential.

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### 2.1 DCJ Values

DCJ understands organisational culture – how people behave, interact with each other and make decisions – impacts significantly on wellbeing and productivity at work. DCJ’s core values underpin and drive governance and organisational culture internally and externally in our service delivery and relations with community, stakeholders, clients and the public.

Our values are a fundamental part of the DCJ Strategy to improve outcomes across the community and are embedded into this framework to ensure governance practices are consistent with the behaviours we value.



Figure 2: DCJ Values

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## 2.2 Communities and Justice Agency Portfolio

DCJ is the lead agency in the Communities and Justice Agency Portfolio, which aims to create safe, just, inclusive and resilient communities through its services. DCJ enables services to work together to support everyone's right to access justice and other help for individuals and families, strengthen the promotion of early intervention and inclusion, with benefits for the whole community.

DCJ's Secretary leads the Agency Portfolio on behalf of Ministers. Communities and Justice Agency Portfolio governance is based on a federated model, which balances entity autonomy with centralised oversight, collaboration and coordination. The DCJ Governance Framework informs guidelines for the entities/ executive agencies within the Agency Portfolio.

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## 2.3 Cultural Governance

A key priority for DCJ is to achieve improved outcomes for Aboriginal people, families and communities in NSW.

DCJ has committed to the National Agreement on Closing the Gap and implementing the Priority Reforms within the agreement and making progress toward the targets.

To achieve our Closing the Gap commitments, DCJ has committed to an approach of shared governance and partnership with Aboriginal people, underpinned by the concepts of self-determination, person-centredness and shared decision-making.

The DCJ Executive Leadership Team endorsed the DCJ Cultural Development and Learning Strategy, a best practice model to enhancing meaningful cultural learning at an individual and organisational level. The Strategy aligns to DCJ's commitment towards Closing the Gap and our focus areas to improve outcomes for Aboriginal people and transforming government organisations. The Strategy aims to improve the cultural safety for our Aboriginal and Torres Strait Islander workforce and contribute to transforming service delivery for DCJ clients. The Strategy provides an organisation-wide approach for cultural learning opportunities for all DCJ staff.

The DCJ Multicultural Plan complements the department's objective of having better outcomes for Aboriginal people, families and communities. The plan supports the implementation and coordination of multicultural services and strategies across DCJ, supports business planning and reporting on multicultural services, and delivers enhanced services to multicultural clients and communities.

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## 2.4 Diversity and Inclusion

DCJ is committed to providing a positive and inclusive workplace. The DCJ Inclusion Strategy 2021-2025 provides the framework used to develop a more inclusive approach to achieving diversity goals. The strategy sets out the representation goals and inclusion benchmarks that DCJ is seeking to achieve by 2025 and the governance and reporting in place to monitor progress.

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## 2.5 Disability Inclusion Action Plan (DIAP)

DCJ is committed to creating a more inclusive community through the DCJ Disability Inclusion Action Plan (DIAP). The DIAP aims to create an organisational culture where everyone is aware of and responds to the needs of people with disability in our workplace and in our community.



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## 3 Management and Oversight

The framework underpins how we work collaboratively to make informed decisions, perform good governance and support service delivery across the portfolio to support service delivery and achieve outcomes.

DCJ is made up of the following eight divisions\* as well as the Office of the Secretary:

- Courts, Tribunals and Service Delivery
- Law Reform and Legal Services
- Strategy, Policy and Commissioning
- Corporate Services
- Child Protection and Permanency Services
- Transforming Aboriginal Outcomes
- Homes NSW
- System Reform.

Corrective Services NSW (CSNSW) was a DCJ division until Machinery of Government changes in October 2024. The Commissioner now heads the agency and reports to the NSW Minister of Corrections. The Commissioner remains part of the ELT and CSNSW staff are involved with DCJ work and forums. DCJ continues to support CSNSW with some corporate, administrative and legal services, as well as overseeing professional conduct, investigation and disciplinary processes.

DCJ's structure aligns its function and operations with service delivery. It provides clear lines of reporting and accountability to support appropriate, open and transparent decision-making. Efficiently designed organisational structures support the department in delivering on its strategic priorities. The organisational chart is available [online](#) to promote transparency. All executives are accountable to strengthen and mature good governance over their respective portfolios, and Communities and Justice portfolio wide initiatives (see DCJ Structure and Committees in Section 4).

DCJ is headed by the Secretary who has overall responsibility for the management of the Department. To support the Secretary, several key governance controls, policies and decision-making structures have been developed to ensure a high level of accountability. Corporate, Divisional and Strategic Business Plans set direction and communicate purpose, priorities, outcomes, values and performance measures of success.

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### 3.1 Leadership, Strategic, Divisional and Line of Business Plans

DCJ is currently developing a new strategic plan, which will provide a foundation for a unified DCJ to improve outcomes across the community and deliver on strategic objectives. This work is being done in consultation with divisions, key Aboriginal organisations, non-government organisations and other NSW government agencies.

Divisions and business areas develop corporate and strategic business plans to set direction and communicate purpose, priorities, outcomes, values, and performance measures. These plans are approved by the executive and reviewed regularly for currency and progress against objectives. Key strategies and implementation plans are developed and monitored by the executive in subcommittee meetings.

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## 3.2 Management Regime and Governance

This Framework is underpinned by strategies, policies, processes and resources providing ongoing confidence in the integrity of our services. Governance practices are driven by our principles and components to ensure they are rigorous and robust in driving good governance and performance. DCJ strives towards achievement of best practice and works towards achieving greater levels of maturity in governance, strategic planning and accountability in all areas of the organisation.

Assurance supports good governance and is undertaken in DCJ, for example in project delivery, from a perspective of continuous improvement and capability development. Assurance seeks to:

- ensure the principles of a project or program are looked at with a holistic perspective
- enhance project and program management, change management, and benefits/outcomes management to achieve successful project results
- ensure timely identification of outcomes, measures, controls and change interventions
- support effective governance and oversight to sponsors and committees.

Reporting systems monitor, assess and provide oversight of programs, reforms, major projects, strategies, policies, performance, achievement of outcomes, risk, compliance and financial information. In DCJ, reports are utilised to track progress and identify potential issues before they arise. They are aligned with DCJ's outcomes and program structure and generate information appropriate for both internal performance management needs and external reporting requirements.

Performance monitoring and reporting also provide assurance that relevant legislative, policy and ethical requirements are being met, with performance information being signed off at the Executive Level. Reports are provided to a wide audience including the DCJ ELT, subcommittees and key committees on a regular basis for strategic decision making and oversight.

Organisational performance helps DCJ to achieve more efficient and effective outcomes through clear accountabilities and performance expectations. In DCJ it is driven by Family and Community Services Insights Analysis and Research (FACSIAR) and the NSW Bureau of Crime Statistics and Research (BOCSAR) to measure and report on our service delivery and sector outcomes.

Internal reporting helps staff manage their governance responsibilities, day-to-day operations, continuous improvement and forward planning. Performance reviews are part of strategic planning, helping improve service delivery and system performance. Reports and dashboards meet external reporting needs for clients, stakeholders and state and national bodies.

A new DCJ Data Strategy is being developed to establish DCJ as a data mature organisation and empowering evidence-based decision making. The Data Strategy will provide a strong foundation to support our ability to advance our data capabilities, allowing us to better execute divisional and corporate plans and support the needs of our clients, communities and stakeholders.

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## 3.3 Accountability and Delegations

Accountability in DCJ is primarily set out in strategic plans, the key functions of divisions, role descriptions for staff, policy documents and frameworks. These clearly set out key accountabilities and responsibilities to guide and govern performance in the organisation. They are integrated into branch, line of business, team workplans and individual Performance Development Plans (PDPs), which articulate the performance and development goals, focus capabilities, and outcomes expected for departmental staff and management.

Delegations derive from legislation and provide Ministers and the Secretary with the authority to govern DCJ. For organisational effectiveness and efficiency, the Secretary sub-delegates powers/authority to holders of certain positions to act on behalf of DCJ. Delegates are authorised to approve and perform specific tasks and functions within specified limits.

Delegations assign powers and authority to specific positions in DCJ to make decisions on departmental functions. They support good decision making and management of our resources.

Financial and administrative delegations in DCJ are outlined in a series of ‘Schedules’ dealing with powers and/or functions authorised by various Acts of Parliament.

The DCJ [Delegations Manual](#) sets out the delegation of financial and administrative powers and functions to members of DCJ. DCJ Delegations Schedules are regularly reviewed. In addition, and where applicable, corporate systems, such as MyWorkZone, have been established with their workflow configuration based on delegations related to roles.

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## 4 Structure

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### 4.1 Key Governance Committees

Key governance committees advise and support the Secretary set strategic direction, manage responsibilities and oversee operation and performance to achieve outcomes. DCJ’s internal governance arrangements support fair and transparent decision making and effective internal control. DCJ has a four-tiered committee structure:

1. DCJ Executive Leadership Team
2. Tier 2 Subcommittees
3. Tier 3 Steering Committees
4. Tier 4 Working Groups.

DCJ also participates in cross-agency governance boards/committees and other corporate governance advisory roles.

The committee structure holds DCJ to account for its performance at various levels, to document and communicate its performance, escalate risks and issues, and to provide assurance to those with governance responsibilities they are making informed decisions.

The Terms of References for subcommittees and the ELT is reviewed annually for currency and relevance as part of the effectiveness review process.

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### 4.2 DCJ Executive Leadership Team

The Secretary and heads of divisions regularly and actively connect as the [DCJ ELT](#). The ELT is the principal strategic decision-making body of DCJ. Subject to government policy and delegations, it determines all significant departmental and divisional policy and program priorities.

Membership of the ELT includes:

- Secretary (Chair)
- Chief Executive Officer, Homes NSW
- Commissioner, Corrective Services NSW
- Deputy Secretary, Child Protection and Permanency
- Deputy Secretary, Corporate Services
- Deputy Secretary, Courts, Tribunals and Service Delivery
- Deputy Secretary, Law Reform and Legal Services
- Deputy Secretary, Strategy, Policy, and Commissioning
- Deputy Secretary, System Reform
- Executive Director, Transforming Aboriginal Outcomes.

The ELT has a fortnightly meeting cadence and holds Special Executive Leadership Team Meetings focussed on Aboriginal Service Delivery including Aboriginal leaders across DCJ.

The ELT has committed to supporting improved outcomes for people who engage with DCJ services and has identified improving Aboriginal outcomes as a key priority for DCJ.

The key functions of the DCJ ELT are to maintain an overview of the department's performance and ensure the Attorney General and Ministers, Government and Secretary are appropriately advised.

The ELT:

- sets strategic and policy directions for DCJ, develops DCJ's strategic plan, and ensures the strategic alignment of DCJ's overall efforts
- ensures alignment of strategy, business planning and performance, and budgeting processes to help ensure that all efforts are aligned to its goals, including NSW Government savings requirements
- effectively oversees strategic and enterprise risks
- drives DCJ's commitment to improved outcomes for people who engage with DCJ services, in particular Aboriginal people, families and communities
- oversees financial performance and the allocation of resources to ensure realisation of departmental results and outcomes within budget constraints
- oversees DCJ's operational performance and activity in relation to outcomes for its clients, the wider community, and other stakeholders
- models a leadership culture of trust, openness, collaboration, ethical behaviour, and values to manifest a greater sense of integration
- ensures the organisational values of integrity, trust, service, and accountability are evident in governance processes
- monitors performance and escalates any issues that may have a cross-divisional or whole of DCJ impact for discussion.

Specific senior leadership roles in the department promote governance at the highest level:

- The Deputy Secretary, Corporate Services is the Chief Risk Officer.
- The Chief Financial Officer (CFO) manages financial management and reporting and is the Chief Fraud Control Officer.
- The Chief Information Security Officer.
- Chief Procurement Officer.
- Chief People Officer.
- Chief Audit Executive.
- The Group Director Conduct & Professional Services is the Chief Officer for Conduct and Public Interests Disclosures.

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## 4.3 DCJ Subcommittees

The DCJ ELT is the main vehicle of enterprise governance and is supported by a range of subcommittees (ongoing and time limited). Further information regarding current DCJ subcommittees, including the Terms of Reference for each subcommittee is available [here](#).

The ELT authorises subcommittees to implement and monitor policy directives that deliver on strategic objectives. The DCJ subcommittee structure supports the ELT in overseeing governance and performance across the department by exercising delegated authority from the ELT.

The main objectives of the subcommittees are to:

- enhance the ELT's visibility and oversight of DCJ's strategic priorities, activities and performance
- provide a more integrated and consistent approach to governance

- clarify reporting lines and requirements
- provide a focus on matters of strategic significance and critical/high risk issues.

The subcommittee structure provides coverage across the core functions of DCJ to oversee delivery of major programs and reforms. DCJ's key subcommittees include:

- Capital Investments Subcommittee
- Data and Evidence Leadership Group
- People and Engagement Subcommittee
- Service Delivery Subcommittee.

The Enterprise Governance team in Corporate Services conducts an annual effectiveness review of DCJ subcommittees and the ELT Operating Model with senior executives. This review assesses their effectiveness in supporting the DCJ Executive Leadership Team and current strategic objectives. A bi-annual report is provided to the DCJ ELT and the DCJ ARC on the performance of the subcommittees with key achievements, metrics and opportunities to strengthen governance. The report to the ELT ensures consistent and effective governance is maintained across DCJ. The reports are also tabled at the Audit and Risk Committees for an independent validation of the effectiveness review.

## 4.4 Steering Committees and Working Groups

There are several Tier 3 steering committees which operate under the DCJ Subcommittees to provide governance and oversee specific programs, projects, and reform areas.

Working groups operate at Tier 4 in the governance structure to progress action plans and report in to steering committees or the executive where they operate.

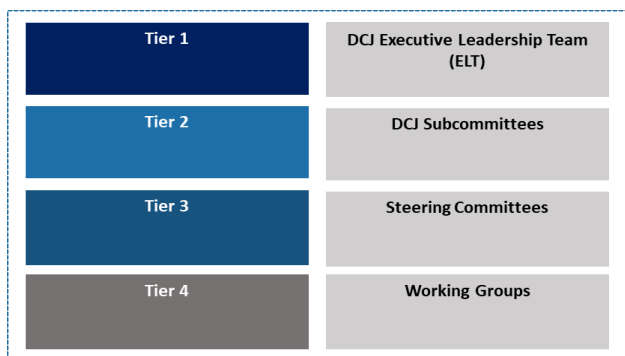


Figure 3: DCJ Governance Levels

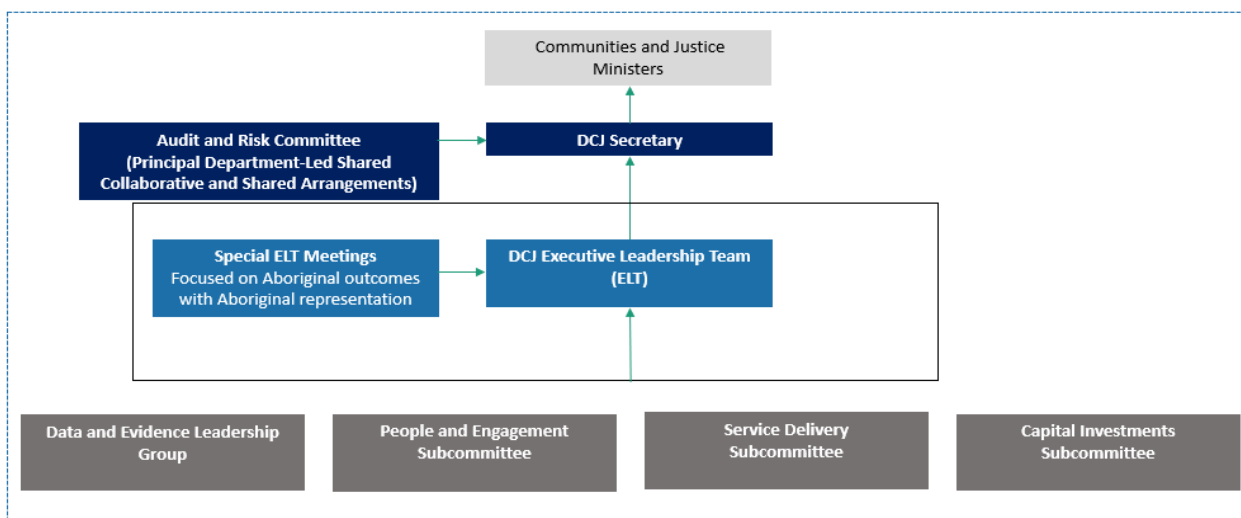


Figure 4: DCJ Governance Structure

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## 5 Ethics and Compliance

DCJ is committed to achieving the highest standards of integrity and ethical conduct. DCJ employees must conduct themselves with the utmost level of integrity, honesty, transparency and accountability. The [Statement of Business Ethics](#) provides guidelines on what is expected when conducting business with DCJ.

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### 5.1 Code of Ethical Conduct

DCJ's [Code of Ethical Conduct](#) is consistent with the [NSW Public Service Commissioner's Direction](#) and outlines fundamental values and principles for defining practices and standards of behaviour of all staff and the process for managing non-compliance. The Code is endorsed by the DCJ ELT.

All staff are required to acknowledge their understanding of the Code, which is provided to all employees on recruitment. It is supported by mandatory induction training and published on the DCJ intranet and website, with related corporate policies, procedures and guidelines.

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### 5.2 Conflict of Interest (COI)

The [COI Policy and Procedure](#) guides employees in identifying and appropriately dealing with COI. It ensures DCJ has a consistent approach in declaring, reporting and managing actual, perceived and potential COI.

Decisions made by employees must not be affected by self-interest, private affiliations, or the likelihood that they (or those close to them) will be unfairly advantaged or disadvantaged (financially or otherwise) in any way. A conflict of interest exists when a reasonable person might perceive that an employee's personal interests could be favoured over their public duties.

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### 5.3 Gifts, Benefits and Bequests (GBB)

DCJ's [Gifts, Benefits and Bequests \(GBB\) Policy and Procedure](#) is designed to inform and educate employees on the potential risks, and appropriate management, that accepting a GBB can create. It provides guidance on the requirement to declare GBB to ensure all attempts are made to prevent any unethical or corrupt conduct. To support transparency, agreed information from the GBB register is published on the DCJ website annually.

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### 5.4 Senior Executive Private Interest Disclosures (SEPID)

The [Senior Executive Private Interest Declaration \(SEPID\) Policy and Procedure](#) ensures DCJ meets its obligations under [Public Service Commission Circular \(PSCC\)-2024-03-Declaration of private interests](#) and the [Code of Ethics and Conduct for NSW Government sector employees](#).

The policy supports the public management of complexity and conflict while maintaining high standards of ethics. It promotes and enhances governance and probity of Senior Executives through a consistent and centralised approach to reporting private interests. Senior Executives are required to act in the public interest, demonstrating ethical behaviour and promoting core values in carrying out official duties. Senior Executives are required to submit an annual private interest declaration.

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### 5.5 Secondary Employment and Unpaid Work

DCJ acknowledges employees may wish to undertake work in addition to their employment with DCJ. The [Secondary Employment and Unpaid Work \(SEUW\) Policy and Procedure](#) establishes a consistent



approach in processing, managing and reporting secondary employment and unpaid work (voluntary) undertaken by DCJ employees.

Employees must not engage in any form of paid employment outside of their official duties without prior approval. Declaring a SEUW is designed to ensure the integrity and objectivity of DCJ is maintained, SEUW does not interfere or influence a staff members performance and decisions are free from conflicts of interest, reduce fraud risks and promote public confidence.

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## 5.6 Fraud and Corruption Control System

DCJ is committed to high levels of integrity and ethical standards in business practices, recognising the management of fraud and corruption is an integral part of good governance. Fraud and corrupt conduct are incompatible with DCJ's values, presenting significant risks to serving the community.

DCJ embeds a culture of compliance and ethical behaviour where employees are responsible and accountable, behave with integrity and raise concerns regarding unethical, unlawful or undesirable conduct. DCJ encourages and supports staff in reporting any suspected instances and provides channels for reporting including the Fraud and Corruption Hotline and Public Interest Disclosure.

The Fraud and Corruption Control System covers the responsibilities for managing fraud and corruption risks in the department inclusive of framework, plan and policy. The DCJ Fraud and Corruption Control System Policy is based on the Standards Australia AS8001- 2021 Fraud and Corruption Control and requirements of the Audit Office of NSW's Better Practice Guide, *Fraud Control Improvement Kit: Managing your fraud control obligations*. The policy outlines DCJ's management of fraud and corruption, including responsibilities for its prevention.

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## 5.7 Compliance Management Framework

The Compliance Management Framework is under development. The framework will be designed to articulate elements required to support DCJ in meeting its external and internal compliance obligations and to promote a culture of ethics and good governance, best practice and continuous quality improvement. The framework is being developed in accordance with the international standard *ISO 37301:2021 Compliance Management Systems – Requirements with guidance*.

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## 5.8 Legislative and Administrative Compliance (LACP)

The Legislative and Administrative Compliance Program (LACP) assists DCJ to operate in accordance with all applicable legislative and administrative instruments to meet its compliance obligations. This program supports the Secretary's compliance with section 3.6 of the Government Sector Finance Act 2018 and the attestation under NSW Treasury's Policy and Guidelines Paper: TPP20-08 (*Internal Audit and Risk Management Policy for the General Government Sector*).

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# 6 Corporate Reporting

In addition to the reporting outlined in section 3.1, DCJ regularly reports on its organisational performance. This reporting reflects DCJ's accountability to the public with governance provided by the DCJ ARC and internal and external audit functions.

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## 6.1 Audit and Risk Committees

The Department of Communities and Justice operates a principal department-led and collaborative shared Audit and Risk Committee (ARC) in line with the requirements of *TPP20-08 Internal Audit and Risk Management Policy for the General Government*. The primary objective of the ARC is to provide

independent and timely advice to the Accountable Authorities by monitoring, reviewing and providing advice about the agency's governance processes, risk management and control frameworks, and its external accountability obligations. Under its charter, the DCJ ARC monitors, reviews, and provide advice about the participating entities' governance processes, risk management and control frameworks and its external accountability obligations.

Collectively, DCJ ARC members have the experience, knowledge and qualifications to effectively discharge their responsibilities as outlined in the ARC Charter and TPP20-08.

Oversight is provided for portfolio agencies through a principle-led shared arrangement:

The DCJ ARC includes independent membership and is provided with regular reports to assist with their oversight and monitoring role.

While the DCJ ARC has no executive powers, it is directly responsible and accountable to the Secretary for the exercise of its responsibilities. The DCJ ARC undertakes an annual self-assessment of its performance which is reported to the Secretary.

The DCJ ARC is kept regularly informed of internal audit activities. These activities are a key component of DCJ's governance. Internal audit is an independent, objective assurance and consulting activity designed to add value and improve DCJ's operations. It helps DCJ to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The Homes NSW Audit and Risk Committee (Homes NSW ARC) operates as a collaborative shared ARC under its charter within DCJ following recent Machinery of Government Changes and provides oversight for constituent agencies including Housing Statewide Services, Land and Housing Corporation, Teacher Housing Authority and Aboriginal Housing Office through a shared arrangement.

The DCJ ARC and Homes NSW ARC undertake an annual review of their operations and performance.

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## 6.2 Internal and External Audit

In accordance with TPP20-08, the DCJ internal audit function provides independent and objective review and advisory services designed to improve DCJ's operations, risk management, controls and governance processes. It provides assurance to the Secretary and the ARC that DCJ's financial and operational controls and systems are operating in an efficient, effective and ethical manner.

The Internal Audit Unit is a key component of the department's governance framework. The Internal Audit Charter provides the framework for the conduct of the internal audit function in the agency and has been approved by the Secretary taking into account the advice of the DCJ Audit and Risk Committee.

The Chief Audit Executive (CAE) is responsible on a day-to-day basis for the internal audit function. The internal audit function, through the CAE, reports functionally to the ARC on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the Secretary as the Accountable Authority via the Deputy Secretary Corporate Services.

Audit findings are communicated to the relevant stakeholders of the audit throughout the audit process and through the final audit report.

DCJ is also subject to external audit reviews by the Audit Office of NSW and other bodies where required, which provide objective scrutiny including financial and performance audits.



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# 7 Disclosure

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## 7.1 Annual Report

DCJ prepares an Annual Report in accordance with the provisions of the Government Sector Finance Act 2018 and applicable regulations.

The Annual Report reviews DCJ programs and services and reports on key achievements, operations and financial performance each financial year, in accordance with legislation and for transparency and public accountability.

The report is provided to responsible Ministers and then to Parliament and is designed to enhance accountability through transparent reporting of achievements and disclosure of plans and issues.

Once the report is presented to NSW Parliament, it is made available for public access on the DCJ website at <https://www.dcj.nsw.gov.au/resources/annual-reports.html> to ensure it is readily available to the general community.

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## 7.2 Public Interest Disclosures

DCJ is committed to supporting and protecting staff to make reports of inappropriate conduct by others. In some cases, reports can be made by way of a Public Interest Disclosure (PID). A PID is a disclosure by a public official about serious wrongdoing by another public official or public agency.

Employees can make a disclosure easily and with the confidence the disclosure will be confidential and they will be protected in doing so. The DCJ Secretary has determined every member of the DCJ senior executive is someone an employee can approach to make a disclosure.

The DCJ Public Interest Disclosures Policy and Procedure sets out the way public interest disclosures can be made through an internal reporting system, and how they are managed in DCJ.

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## 7.3 Continuous Disclosure

DCJ is committed to achieving principles of open government, principles of transparency, participation, collaboration and innovation. DCJ promotes the release of government information which may be of interest to the public, through prescribed disclosure obligations. DCJ has arrangements in place for the management of its responsibilities under the Government Information (Public Access) Act 2009 (GIPA Act).

Members of the public have the right to access government information under the GIPA Act unless there is an overriding public interest against disclosure. The objective of the GIPA Act is to make government information more accessible to the public.

GIPA Act arrangements requires DCJ to regularly review its open access information obligations, to proactively release government information held by DCJ, and to informally and formally disclose government information requested by members of the public.

The Open Government, Information and Privacy Unit (OGI&P) team within DCJ's Law Reform and Legal Services division, ensures departmental compliance with the obligations outlined under the GIPA Act, and champions the principles of the Privacy and Personal Information Protection Act 1998 (PPIP Act) and Health Records and Information Privacy Act 2002 (HRIP Act). The team ensures compliance with the GIPA Act by handling information requests, deciding what can be disclosed, and coordinating responses within strict deadlines. OGIP are also responsible for the disclosure of personal and health information in response to access requests under the PPIP and HRIP Acts.

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## 8 Remuneration

All DCJ Senior Executives are engaged under the NSW Public Sector Senior Executive (PSSE) arrangements as set out within the Public Service Commission's [Senior Executive Remuneration Management Framework](#).

All other staff have their remuneration set by relevant Crown Awards, with any changes to remuneration subject to the NSW Public Sector Wages Policy and made by the Industrial Relations Commission.

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## 9 Risk Management

Risk and issues management, are an integral part of DCJ's operating environment. DCJ maintains several management disciplines to comply with TPP20-08. DCJ's risk management approach is consistent with the [AS/NZS ISO 31000](#) standard on risk management.

DCJ is committed to the proactive management of risk, recognising risk management is an integral part of sound management practice and good corporate governance. The following management disciplines are complementary and constitute the foundation of DCJ's resilience.

Enterprise Risk Management (ERM) facilitates links between risks and organisational planning and performance. It helps DCJ achieve its objectives by reducing risks and taking advantage of opportunities through a consistent risk management process.

Risk management is clearly linked to strategic and business planning and integrated with reporting processes, compliance management, internal and external audits, program management and other elements of the DCJ enterprise governance decision-making structures.

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### 9.1 Enterprise Risk Management Framework, Policy and Procedures

The ERM framework, policy, and procedures set out the requirements for enterprise risk management practice and accountability across DCJ.

The ERM Framework outlines a consistent approach to managing risks at DCJ, following the NSW Treasury Policy Paper TPP20-05 guidelines. It fosters a risk-aware culture and aids leadership in decision-making by addressing all risks.

The [ERM Policy](#) describes DCJ's objectives for risk management, promotes a risk-aware culture and provides accountabilities for positions to ensure risk is managed consistently.

[Procedures](#) set out the process of how DCJ undertakes risk management, including the criteria by which risk is to be measured. The objective of the guidelines is to achieve consistent, high-quality risk assessments for the department that is consistent with AS/NZS ISO 31000:2018.

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### 9.2 Enterprise Risk Management System

The Governance, Risk, Audit & Compliance Branch directs business units to use its risk system. This includes traditional and modern technology enabled ERM tools providing a central and consolidated repository for Enterprise and Divisional risks. ERM Tools systemise risk processes within the ERM Procedures document to enable DCJ staff to manage, record and report on their risks consistently.

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## 9.3 Management Sign-off of Internal Controls

DCJ maintains several policies and strategies to ensure fiscal responsibility and accountability. Financial plans provide frameworks to deliver cost effective services, maximise value, and plan for future resource allocation, investment and fiscal sustainability.

Annual budget reviews and periodic performance measures also offer assurance around meeting savings targets, submissions of any Parameter and Technical Adjustments, and determining the appropriate reallocation of funding to major projects, where necessary.

To support the Deputy Secretary, Corporate Services and the CFO in their sign off on internal controls, all Senior Executives with lead responsibilities for a division and branch complete an Annual Management Certification questionnaire (MCQ) on internal controls in place. The responses to this questionnaire support the CFO to meet the requirements of NSW [Treasury Policy and Guidelines TPP17-06 Certifying the Effectiveness of Internal Controls Over Financial Information](#).

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## 10 Key Stakeholder Rights

DCJ has a wide range of key stakeholders, which we regularly communicate and engage with. We understand the important role stakeholders play in helping us create better outcomes for the people we serve. Effective stakeholder management is fundamental to the effective planning and delivery of our services to clients, stakeholders and the community.

DCJ engages stakeholders in a variety of circumstances including the consultation forums, sector sessions, development of legislation, reforms, policies and programs. Consultation provides co-design opportunities, valuable input and feedback to help guide our decision making and promote transparency and accountability to the public we serve.

We take a proactive approach to stakeholder management with representatives from across the DCJ agency portfolio maintaining regular communication with non-government organisations, industry peak bodies and advocacy groups.

DCJ is committed to managing [complaints and feedback](#) that we receive promptly, fairly and effectively. Stakeholders may provide complaints and feedback via the DCJ website.

DCJ understands and respects the right of stakeholders to access and obtain information held by the department. We are committed to openness and transparency by publishing information in accordance with the GIPA Act. Further information is provided in section 7.3 Continuous Disclosure.

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### 10.1 Privacy

DCJ also respects the privacy of its stakeholders. DCJ's Privacy Policy outlines our commitment to responsibly and properly managing the information we collect while protecting the privacy of our stakeholders, staff and members of the public.

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## 11 Quality Assurance and Continuous Improvement

The DCJ Enterprise Governance Framework will be reviewed at least every three years in the absence of any significant changes or more frequently where required, considering legislative or organisational change, risk factors and consistency with other supporting policies.

An initial annual review of the Framework implementation will be undertaken to inform quality assurance and continuous improvement.

The outcomes of these reviews will be reported to key stakeholders, the Executive Leadership Team (ELT), DCJ's Audit and Risk Committee (DCJ ARC) and the Homes NSW Audit and Risk Committee (Homes NSW ARC) and updated on our DCJ intranet.

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## 12 Support and Advice

Advice and support is available from:

Enterprise Governance, Governance, Risk, Assurance and Compliance, Corporate Services

Contact [enterprisegovernance@dcj.nsw.gov.au](mailto:enterprisegovernance@dcj.nsw.gov.au)

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## 13 References

1. Audit Office of NSW Governance Lighthouse  
<https://www.audit.nsw.gov.au/our-work/resources/governance-lighthouse>
  2. ISO 37000:2021 Governance of Organisations  
<https://www.iso.org/standard/65036.html>
  3. NSW Department of Transport Enterprise Governance Framework, 2021
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## 14 Document Information

Title	DCJ Enterprise Governance Framework
Document Number	Reference number for recordkeeping
Approval Authority	Executive Leadership Team
Policy Sponsor	Deputy Secretary, Corporate Services
Policy Owner	Enterprise Governance, Corporate Services
Classification	Governance
Key Words	Governance
Applicability	Whole of department application

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## 15 Approval and Review Details

Version	Date	Reason for Amendment
0.1	24/01//2025	Draft
1.0		First approved version

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## Communities and Justice

6 Parramatta Square  
Parramatta NSW 2150

Locked Bag 5000 Parramatta NSW 2124

Office hours:  
Monday to Friday  
7:00am to 7:00pm

T: 02 9377 6000  
W: [dcj.nsw.gov.au](http://dcj.nsw.gov.au)

