Governance team structural review

September 2026

Why review the governance team now?

- The QIP branch has been operating for 18 months, which provides an opportune time to review the Governance team to ensure it remains fit for purpose and supports the strategic goals and broader objectives of the Office.
- The Governance team structure has not been formally reviewed since 2022, yet in that time the operating environment has changed quite a bit. Some of the notable changes include:
  - significant changes to the way we work and our digital environment as part of the digital transformation, including the data platform, ACP and AI adoption, which means:
    - we are more heavily invested in information management and privacy advice
    - the heightened complexity and rapid changes to strategic and operational risks requiring specialist expertise (particularly digital, AI and cyber risks) and implementing an integrated assurance model
  - a heightened focus on integrity, not only within the public sector but also across the audit profession
  - the growing number of public interest disclosures that require senior staff involvement to triage and oversee how audit teams respond, accompanied with heighted expectations and requirements with respect to how these are managed
  - increased complexity and non-routine governance, risk, assurance and integrity work and recognising the skilled and dedicated roles to meet the needs of the organisation
  - changes to the committee structure and centralising the secretariate function within the Governance team

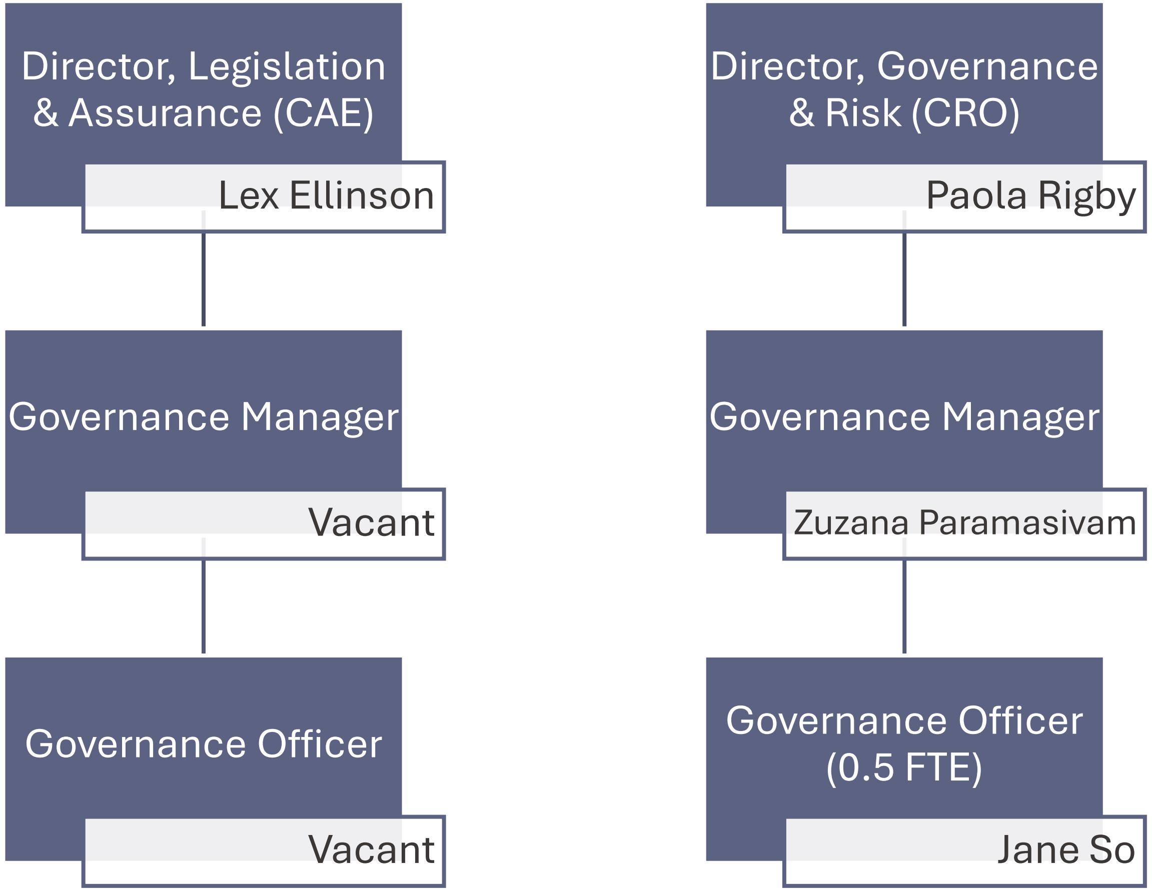
In summary, we are proposing…

- The deletion of a director role and the consolidation of the Chief Audit Executive (CAE) and Chief Risk Officer (CRO) responsibilities.
- The creation of two new governance roles, namely:
  - Associate Director - Governance (Risk)
  - Associate Director – Governance (Integrity)
- The deletion of one Governance Manager role (Corp Professional A) and one Governance Officer role (Corp Admin 4).
- A 0.20 FTE increase in the Governance Officer role (Corp Admin 4)
- The transfer of ownership of the Office’s business continuity planning framework from Corporate, Experience and Strategy to the Governance team.
- A net reduction in FTE of 0.85 to bring the team to a total FTE of 4.65.

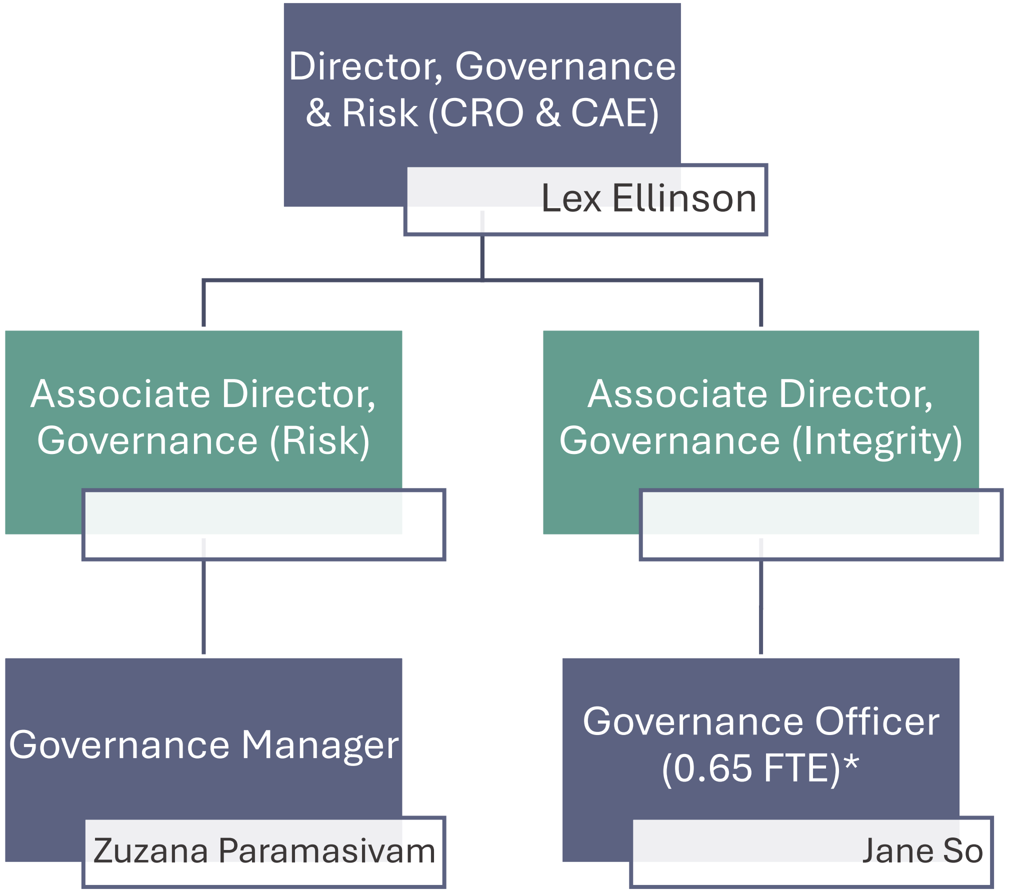
Current Governance Team structure

Total approved FTE: 5.5

CAE – Chief Audit Executive
CRO – Chief Risk Officer



Proposed Governance Team structure

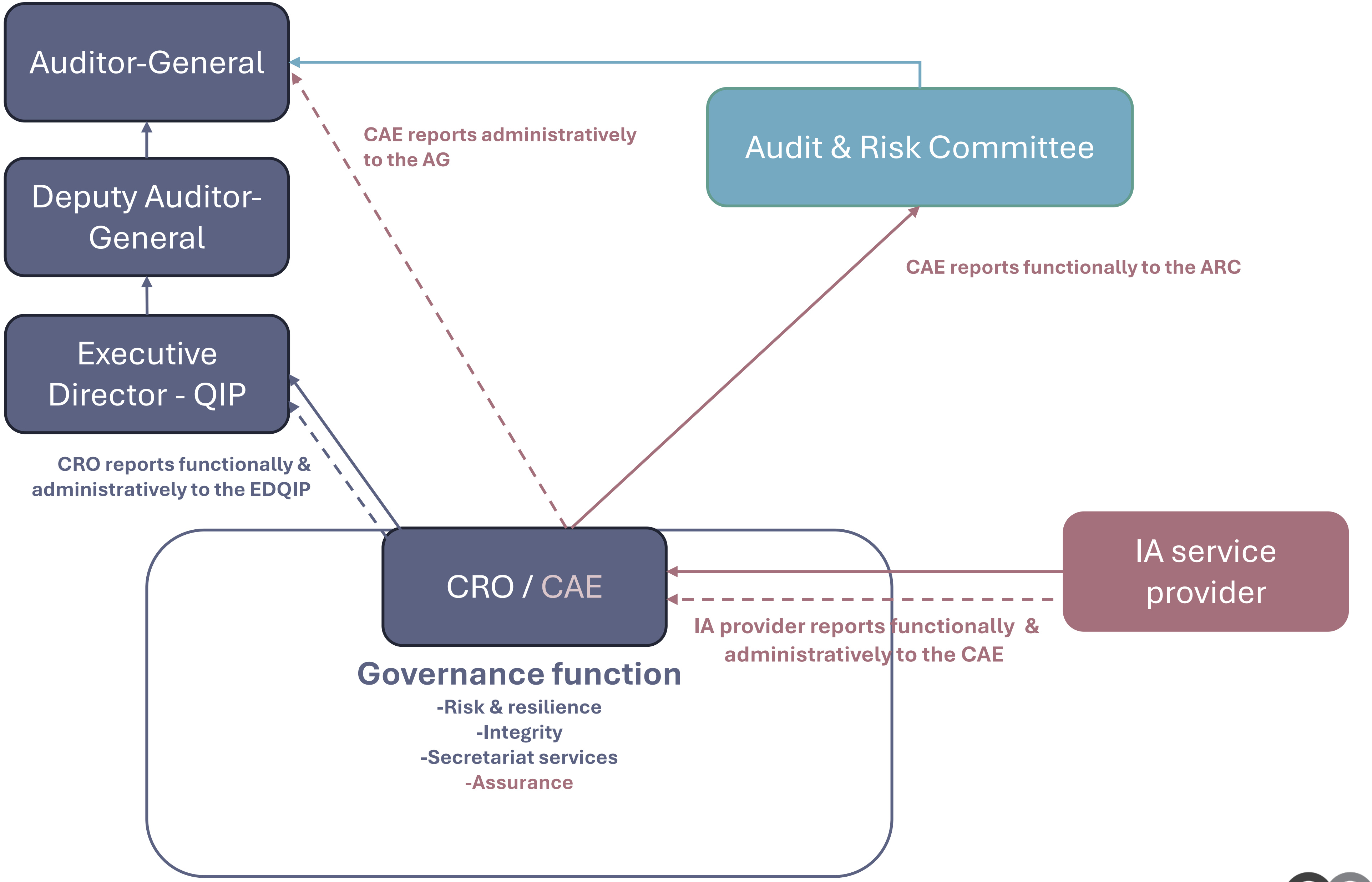


Total proposed FTE: 4.65

New role

* Made up of Jane (0.45 FTE) and 0.2 FTE of an executive assistant

Proposed functional and administrative reporting –CRO/CAE



Proposed team structure - functional detail

Governance & Risk (Director)

CRO, CAE, oversees ethical and compliance frameworks, ensures coordinated and strategic Governance engagement with the business, maintains external relationships inc. with other integrity agencies, provides professional advice to OE and AG, internal reviewer of statutory decisions, sourcing external legal advice,

Risk & Resilience (Associate Director)

- Maintains and advises on ERM framework
- Internal controls monitoring, glasshousing reviews
- Business continuity planning
- Sustainability risk management
- Vendor risk management
- Data breach management/ responses

Reports to CRO function

Key relationships: OE, corporate directors, CIO/CISO, AD - technology assurance

Integrity (Associate Director)

- Maintains and advises on ethical framework
- Maintains policy and compliance framework, advises on legislative matters
- Handles complaints inc. PIDs and interagency referrals
- Privacy framework, eligible breach assessments, impact assessments, internal reviews
- Transparency obligations inc. mandatory and proactive release, GIPA applications and consults

Key relationships: OE, audit and corporate directors, integrity agency contacts

Assurance (IA service provider)

Reports to CAE function

Strategic assurance partner

Delivery of IA engagements

Recommendations follow-up

Secretariat services & governance coordinator (Manager)

- Secretariat services – ARC, OE, sub-committees
- CRO support
- IA coordination btwn provider and business
- Annual ARC and IA function reports and attestations
- Coordinate Governance inbox monitoring, correspondence support
- Governance statistical reporting
- Convene system owner

Key relationships: IA provider, ARC, committee chairs

Systems and delivery support (Officer)

- Support delivery of ethical, compliance and policy frameworks, and risk management, via MiIntegrity
- Support secretariate service delivery / back up
- Support Governance inbox monitoring
- Maintaining Alfie and web content
- Support Hub record management
- MiIntegrity system owner and maintenance activity
- Back-up support of Convene

Benefits from the proposed restructure

- Governance, risk and internal audit will be effectively led by a single executive. Combining the CAE and CRO functions provides a more integrated governance, risk and assurance model, streamlines strategic oversight, reduces duplication, and improves executive efficiency.
- Provides a single point of contact for internal and external stakeholders that interact with the governance team.
- Better resource mix to reflect the nature of work. In particular, a greater resource base at the associate director level to:
  - support ongoing risk management maturity across the organisation, with the Associate Director (Risk) to dedicate a large proportion of their time to risk management
  - enhance the capacity to provide trusted advice and deliver specialised training/ education on compliance and ethical obligations, which would be a key focus of Associate Director (Integrity) role, alongside exercising specific statutory functions/ decisions that require the interpretation of legal frameworks and can attract review rights
- Provides a single leader/voice for the team which promotes clearer reporting lines and the clearer expectations.
- Provides a career pathway/professional development opportunities for team members.

Process to fill new/vacant roles

ROLE	GRADING	RECRUITMENT APPROACH
Director, Governance and Risk	Director - Corporate (Exec Contract)	Direct appointment of Lex Ellinson
Associate Director, Governance (Risk)	Corporate Mgr (Exec Contract)	Internal/external campaign
Associate Director, Governance (Integrity)	Corporate Mgr (Exec Contract)	Internal/external campaign

Next steps

STEP	ESTIMATED TIMING
Closing date for staff and union feedback	Tuesday 15 September
Acquit all feedback	Monday 21 September
Final approval of new structure	Friday 25 September
Commence recruitment for new Associate Directors, Governance	October