



Australian Government  
Digital Transformation Agency

dta'

# Keeping Trust In the Loop

**Lucy Poole**  
Deputy CEO  
Digital Transformation Agency  
[dta.gov.au](https://dta.gov.au)



# Trust requires visibility

## Dynamic Visibility

- Can you see how AI is being used today, not just how it was approved yesterday?
- Do you have a dynamic view of what is in production, where it is operating, and how it is evolving over time?

## Clear Ownership

- Who owns algorithmic risk, and can they describe where it exists, how it is managed, and what decisions they are accountable for?
- When an AI-enabled decision goes wrong, is it immediately clear who is responsible for responding?

## Shadow AI

- If AI is already being used outside approved channels, how would you know?
- Do staff feel supported to bring emerging AI use into governance, or encouraged to keep it hidden?

# Developing a Strategic Position



## Tailored to context

- Could this position belong to any agency, or is it genuinely built around yours, your data, workforce and risk appetite?
- Does it articulate what matters for your agency, or simply mirror the current AI market conversation?



## Spectrum of AI Use

- Does it tell us where AI sits, from individual productivity through to enterprise use cases?
- Does it recognise that AI used to support staff carries different considerations from AI used to shape decisions or services?



## Scaling with intent

- Does management have a real, practical way of knowing when experimentation should scale, change course or stop?
- Has success, risk and value been defined before activities begin— and who decides when those thresholds have been met?

# Agentic AI Governance



## Bounded Authority

- What authority is this system being delegated, and how is that authority bounded?
- What can it access or trigger; and what is it explicitly prohibited from doing?

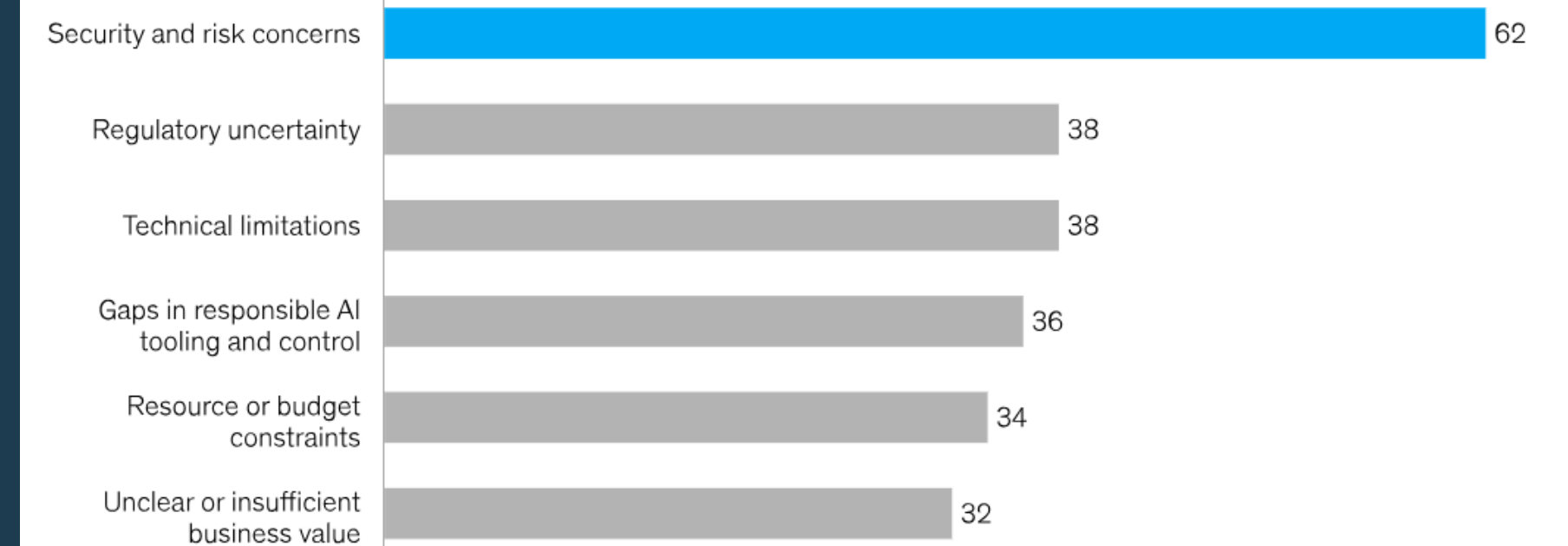


## Accountability and Traceability

- If it follows its instructions and the result is still wrong, unfair or hard to explain, who owns that outcome?
- And can we reconstruct what the system actually did, and why it did it?

**Security and risk concerns are the most frequently cited obstacle to fully scaling agentic AI.**

**Main obstacles preventing organizations from reaching fully scaled agentic AI,<sup>1</sup> % of respondents**



<sup>1</sup>"None" (1%) and "Other" (1%)  
Source: McKinsey AI Trust

Australian Government  
Digital Transformation Agency

**Trustworthy AI agents:  
New technical guidance**

dta | digital.gov.au

# AI Review Committees & ARC Oversight



## AI Review Committee

- Does management understand when an AI initiative requires escalation, review or additional oversight?
- Is advice brought in early enough to influence the outcome, or only late enough to validate it?

### Members

- |                            |                                              |
|----------------------------|----------------------------------------------|
| • Mr Chris Fechner – Chair | • Lieutenant General Michelle McGuinness CSC |
| • Dr Kate Conroy           | • Ms Jo Talbot                               |
| • Ms Carly Kind            | • Mr Andrew Watson                           |



## Is Your ARC Ready for AI?

- Are you treating AI as a whole-of-organisation question, not just a technology problem?
- Have you brought together the right disciplines (including legal, cyber, data, procurement and service delivery) to understand how AI will operate in practice?
- Are you seeing the agency's AI direction early enough to help shape it?



Australian Government

Digital Transformation Agency



# Q&A

[dta.gov.au](https://dta.gov.au)