

Consultation Paper

Internal Audit & Risk Management Policy

Responses to the Consultation Paper are welcome to be sent to:
The Treasury Financial Management Policy team at
finpol@treasury.nsw.gov.au

July 2024

Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices, and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes.

Artwork:

Regeneration by Josie Rose



Contents

1	Introduction	4
1.1	Background and Context – Internal Audit & Risk Management Policy.....	4
1.2	Review purpose and approach.....	5
1.3	Review timetable and consultation process.....	6
2	Consultation questions	Error! Bookmark not defined.
3	Key themes and issues	7
3.1	Scope.....	7
3.1.1	Agencies in scope.....	7
3.2	Risk Management.....	8
3.2.1	Specific risk management requirements.....	8
3.2.2	Three Lines Model.....	9
3.2.3	Risks that impact other agencies.....	10
3.3	Internal Audit.....	10
3.3.1	Model charters.....	Error! Bookmark not defined.
3.3.2	Independence and Reporting Line of the Chief Audit Executive.....	10
3.4	Audit & Risk Committees.....	11
3.4.1	Audit and Risk Committee requirements.....	11
3.4.2	ARC requirements for agencies with boards.....	14
3.5	Compliance and Monitoring.....	14
3.5.1	Ministerial exemptions.....	14
3.5.2	Small agency exemptions.....	Error! Bookmark not defined.
3.5.3	Attestation process.....	15
3.5.4	Transitional arrangements.....	16
3.5.5	Shared arrangements.....	16

1 Introduction

NSW Treasury is reviewing *TPP20-08 Internal Audit and Risk Management Policy* (TPP20-08) which was issued in 2020.

In consultation with the NSW government sector, we will be updating and issuing a successor policy. We will address current implementation issues and bring the policy in line with current international best practice to support agencies in maintaining excellent internal audit and risk management practices.

We are in the early stages of the review process and are seeking stakeholder feedback to inform the drafting of the new policy, which will be shared with the sector for feedback before finalisation.

We encourage all stakeholders to contribute to this major review.

Please send all feedback to finpol@treasury.nsw.gov.au by 30 August 2024.

1.1 Background and Context – Internal Audit & Risk Management Policy

NSW Treasury initially introduced the *Internal Audit and Risk Management Policy for the NSW Public Sector* in 2009, in the form of TPP09-05. The policy has undergone two significant revisions since then, in 2015 and 2020, but remains in substance largely unchanged – as TPP20-08, *Internal Audit and Risk Management Policy for the NSW General Government Sector*.

The *Government Sector Finance Act 2018* (GSF Act) strengthens accountability, transparency, performance and innovation in the NSW Government. TPP20-08 supports Accountable Authorities (AAs) in meeting their obligations under section 3.6(1)(b) of the GSF Act, that is, “to establish, maintain and keep under review effective systems for risk management, internal control and assurance (including by means of internal audits) that are appropriate systems for the agency”.

The purpose of TPP20-08 is to set minimum standards in relation to risk management, internal audit, and Audit and Risk Committees (ARCs) for in-scope agencies. TPP20-08 also seeks to promote best practice standards and frameworks.

TPP20-08 also supports strong financial stewardship of the State’s resources through:

- Effective risk management arrangements that support agencies to achieve their objectives by systematically identifying and managing risks
- Effective internal audit functions that inform management of the performance of their internal controls and operations in meeting the agency’s objectives
- Independent and appropriately qualified ARCs that provide relevant and timely advice on the agency’s governance, risk and control frameworks, and external accountability obligations

TPP20-08 has a limited scope. It specifically supports AAs of agencies that produce Annual Reports.

Recent stakeholder feedback consistently highlights opportunities for improvement. Specifically, there is interest in mandating risk practices similar to those mandated for internal audit and ARCs. Additionally, stakeholders seek clarity regarding ARC requirements and practices.

In addition to the evolving landscape, the next iteration will reflect NSW Treasury’s plain English writing style and clear articulation of mandatory requirements.

1.2 Review purpose and approach

NSW Treasury is undertaking a full review of TPP20-08. This review will assess how effective the current policy is in achieving its purpose and identify areas for improvement. The review will consider:

- Current or expected requirements including relevant legislation, other Government policies, current industry standards and best practice.
- Whether TPP20-08 is meeting the needs of the risk, audit and governance functions that this policy seeks to support.
- Whether the policy continues to reflect best practice, incorporating stakeholder feedback that we have received on the day-to-day use of TPP20-08.
- Readability, form and presentation of the policy. We will draw on the experience of users and best practice, including adopting a principle-based and plain English approach.

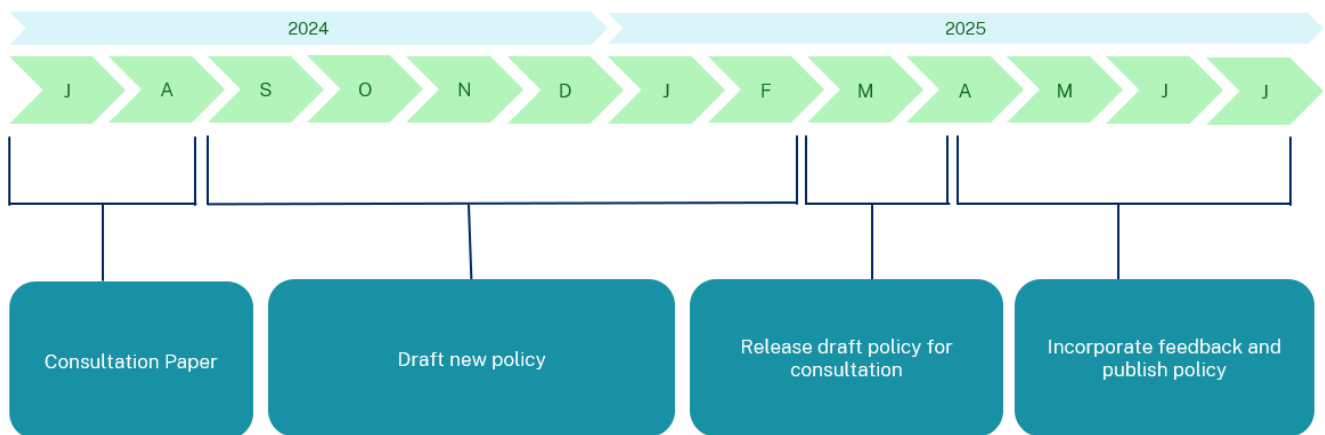
We are providing stakeholders with an opportunity to influence the changes made in the updated policy before the new policy is drafted.

This paper provides an opportunity for stakeholders to influence this major review of NSW Treasury's main financial governance policy. We encourage all stakeholders to share their views.

Section 2 of this consultation paper highlights some of the areas which have been identified as in need of updating and outlines some potential approaches. These potential solutions are not finalised and may change following consultation.

Section 2 does not represent an exhaustive list of potential improvements. **We encourage those who have experience implementing *TPP20-08* to email finpol@treasury.nsw.gov.au with any feedback or ideas for areas of improvement by 30 August 2024.**

1.3 Review timetable and consultation process



In early 2025, we expect to publish draft a draft policy or policies, that incorporate feedback given in response to this paper, for review by stakeholders. We aim to conclude the review process with new policy documents in mid-2025.

The implementation timeframe will be considered when the degree of change of the new policies is better understood.

2 Key themes and issues

These are some of the key areas which have been identified as in need of updating, and our initial thoughts on potential changes. These potential solutions are not finalised and may change following consultation – or no changes might be made to a requirement.

We encourage readers of this paper to engage with the sections of the paper which are relevant to their work and which they hold opinions on – this may be the whole paper, or only some sections. The questions asked are designed as a starting point, and further feedback is welcomed.

2.1 Scope

2.1.1 Accountable Authorities and agencies in scope

Issue:

Currently the Accountable Authority of an agency must comply with TPP20-08 if their agency is listed in Schedule 2 of the GSF Act. Schedule 2's primary purpose has been to determine which agencies prepare annual reports. However, with the repeal of Schedule 2 expected in June 2025, NSW Treasury must establish a new method for agencies to determine if they fall within the scope of the policy.

It is important to note that since TPP20-08 does not apply to all GSF Agencies, in its present form it does not provide a broad-based support for all GSF Agencies. Because the risk management and internal audit obligations under section 3.6 of the GSF Act¹ apply to AAs of **all** GSF agencies, we consider this a gap in TPP 20-08.

Treasury is aware that GSF Agencies vary greatly in size, nature and purpose, and we seek to achieve a proportionate approach to risk, audit and ARC requirements for agencies to avoid a compliance burden for no benefit. TPP20-08 currently provides a set of 'Small Agency Exemption' criteria that permits an agency to apply to Treasury to have an exemption request approved.

Potential solution(s):

Our goal is to create a policy that supports **all** GSF agencies in meeting their obligations under section 3.6 of the GSF Act, but which also considers the size and risk profile of each agency. This could include:

- Requiring all GSF agencies, including State Owned Corporations (SOCs) to comply with core elements of the updated policy.
- Requiring agencies who meet certain criteria to comply with additional elements of the updated policy, such as the engagement of a Chief Audit Executive (CAE) and/or an ARC.

Requiring all GSF agencies to comply with core elements of the Policy could support strong internal audit and risk management across the sector.

¹ Section 3.6(1)(b)(i) of the GSF Act places an obligation on all accountable authorities 'to establish, maintain and keep under review ...effective systems of risk management, internal control and assurance (including by means of internal audits) that are appropriate systems for the agency'.

Our intention is to avoid a list of agencies to determine scope for the revised policy as this becomes unreliable when machinery of government changes occur. The criteria determining proportionate arrangements in risk, internal audit and ARCs could instead be aligned with existing reporting criteria, to make it as simple as possible for an agency to determine if they are required to comply with the policy.

Questions

- What existing requirements of TPP20-08 would be appropriate to mandate for all GSF agencies?
- What existing requirements of TPP20-08 would be appropriate to mandate for a sub-set of more significant agencies?
- What kinds of agencies should be required to maintain ARCs? Should those agencies also be required to maintain internal audit arrangements?
- Would objective criteria such as those proposed for annual and financial reporting² be an appropriate framework to determine proportionate requirements in risk and internal audit to support section 3.6 of the GSF Act? These proposed criteria distinguish agencies into three groups based on the size and nature of the agencies – those that produce full annual reports; those that produce short-form annual reports; those that are exempt from financial and annual reporting but provide unaudited financial returns to Treasury.
 - If these criteria are not the most suitable framework, what are suitable alternative criteria to determine which agencies apply what requirements?
- Should an agency self-assess whether they are eligible to be exempt from some/all policy requirements against a set of principles or criteria, in line with other Treasury policies, rather than seek approval from Treasury?

2.2 Risk Management

2.2.1 Specific risk management requirements

Issue:

TPP20-08's risk management section is principles based, and its requirements may not be sufficiently specific to support strong risk practices.

We have heard from some stakeholders that TPP20-08's approach to risk requirements does not support effective risk functions when compared to the strength of the internal audit requirements in the policy. The current approach to risk requirements in the policy is seen as inconsistent with the more specific internal audit and ARC requirements, and does not support agencies' risk cultures.

Other Australian jurisdictions, such as Victoria, provide more specificity in their risk requirements, for example, requiring an attestation that the organisation's risk appetite has been defined, and its risk profile and risk appetite is annually reviewed.

Potential solution(s)

² Read the consultation paper here <https://www.treasury.nsw.gov.au/budget-financial-management/reform/government-sector-finance-act-2018#2024%20Consultation%20paper>

Build specific requirements (for all or some agencies) into the policy while still maintaining an overall principles-based approach. Specific requirements could include some or all of the following:

- Mandating the Chief Risk Officer (CRO) role.
- Specifying risk management outputs, such as
 - Establishing a Risk Appetite Statement
 - Maintaining a risk register
 - Creating a Business Continuity Plan
 - Assessing risk maturity using the Risk Maturity Assessment Toolkit (TPP20-06)
- Introducing compliance management risk to the policy (or as a separate policy).
- Including the two requirements of the Fraud and Corruption Control policy (TC18-02) in the main risk policy, rather than as a separate stand-alone policy.
- Directly addressing areas such as climate risk, cyber risk, and emerging risk.

Questions

- Do you support the inclusion of all or some of these proposed risk requirements in the replacement policy? Which ones and why?
- Are there any other specific requirements which you feel should be included in the replacement policy? If so, why?
- If adopted, to what group(s) of agencies should requirements like these apply to?
- Are there gaps in our risk management policy suite that should be addressed with separate policies? What are they?

2.2.2 Three Lines Model

Issue:

The Institute of Internal Auditors has a model called the Three Lines Model, which can be useful for thinking about governance and risk, and the roles that people across an organisation play in risk management.

TPP20-08 adopts but doesn't explain how the Three Lines Model relates to the NSW public sector. While the Three Lines Model was introduced into TPP20-08, operation of the model has not been articulated in the document, and no other guidance has been provided to the sector. This could undermine the usefulness of the Model.

There is inconsistent understanding of roles and responsibilities across key stakeholders in this model as it applies to the NSW public sector, which affects the effectiveness of governance and risk management.

Potential solution(s)

Expanding the guidance around the Three Lines Model may help agencies understand where roles sit in the Model, and what their responsibilities are.

Alternatively, if the Model is not further explained there may be more benefit in removing it from the policy.

Questions

- Is there benefit in further articulating the Three Lines Model in the new policy framework, or is there an alternate model that would be more easily deployed?

2.2.3 Risks that impact other agencies

Issue:

In relation to significant risks of an agency that could affect other agencies, TPP20-08 requires the AA to ensure that these are ‘formally communicated to the affected agencies’, including information on treatment measures and the residual risk.

While there seems to be benefits to shared risks being communicated to affected agencies so that there is a common understanding of the risks and mitigants and appropriate action is taken, stakeholder feedback suggests that the requirement to communicate information on shared risks is largely not well-practiced.

We are interested in understanding agencies’ operational experience of this requirement, and if an alternative approach can be identified that would be easier to implement.

Questions

- What could help promote agencies’ sharing information on significant risks that could affect other agencies? What impedes achievement of the existing requirement?
- If a CRO is mandated, should the obligation to communicate shared risks sit with them rather than the AA?

2.3 Internal Audit

2.3.1 Independence and reporting line of the Chief Audit Executive

Issue

TPP20-08 requires the Chief Audit Executive (CAE) to report administratively either directly to the AA or to a direct report of the AA, and functionally to the ARC. The requirement relating to the CAE’s administrative reporting line does not appear to be the general practice across the sector.

TPP20-08 stipulates reporting lines to protect the independence of the CAE and ensure that they can provide their advice directly to the AA and ARC. Without independence from the operations of an agency, the effectiveness of the CAE and internal audit function can be undermined.

Victoria and Western Australia have identical CAE’s reporting line requirement as TPP20-08. Although Queensland has not specified functional and administrative reporting lines, it also requires a dual reporting line to the accountable officer and the audit committee. All the abovementioned Australian jurisdictions adhere to this leading practice described in Global Internal Audit Standard 7.1 - Organizational Independence.

In addition, the requirements mandated in TPP20-08 relating to CAE reporting line reflect the good practices noted by the Australian Institute of Company Directors (AICD), and the ASX Corporate Governance Principles.

While the requirement in TPP20-08 seems largely not practiced, we are also not aware of stakeholder concerns that independence of CAEs and internal audit functions is being undermined.

Potential solutions

NSW Treasury is contemplating a range of solutions including:

- Strengthening and clarifying the existing requirements about CAE reporting lines to ensure that agencies are aware of their obligations.
- Providing more detailed guidance about how the independence of the CAE should be managed where the CAE does not report directly to the AA e.g. minimum expected meetings with the AA each year.
- Relaxing the requirement that the CAE, at a minimum, reports to a direct report of the AA, provided there were arrangements in place to maintain the independence of the CAE and provide a direct route to provide their advice to the AA

Questions

- Do you believe the independence of the CAE impacted by not reporting directly to the AA?
- What are the administrative and functional reporting lines of the CAE in your agency?
- What alternative administrative reporting arrangements for the CAE would maintain their independence?

2.4 Audit & Risk Committees (ARCs) and the Prequalification Scheme

The purpose of an ARC is to provide independent assurance to the Accountable Authority of an agency across a range of governance matters, particularly the assurance of financial statements, internal audit, risk management and compliance.

ARCs are currently a mandatory requirement for agencies required to produce an annual report.

Requirements relating to ARCs are currently spread across TPP20-08 and the Audit & Risk Committee Independent Chairs and Members Prequalification Scheme Conditions.

This section considers ARC requirements as stipulated in TPP20-08 and the Scheme Conditions.

2.4.1 Diversity of ARCs and the Prequalification Scheme

Issues

While data is limited, there is a perception of limited diversity on NSW government ARCs. We have also observed that a small number of individuals often serve on many ARCs. ARCs should be more diverse to better represent the people of NSW and ensure a diversity of opinion and experience.

There is a greater diversity of individuals prequalified under the Prequalification Scheme, however many of these individuals are not selected to serve on ARCs.

Feedback we have received from agencies engaging ARC members indicates the prequalification Pool (ARC Pool) is hard to use and there is not enough information in the records to select suitable candidates.

Potential solutions

- Changing the upper limit of ARC service so that supplementary terms are not permitted, and service is capped at eight years. This could increase diversity by decreasing repeat service by individuals.

- Currently individuals are permitted to sit on up to five ARCs at any one time, with shared ARCs being classified as one ARC for this purpose. Changing how shared ARCs are counted, and/or decreasing the limit on the number of ARCs an individual can sit on, could increase the diversity of ARCs by increasing the number of individuals sitting on ARCs.
- Improving the diversity of ARC membership by ensuring appropriate diversity information is recorded so that agencies can consider diversity when making appointments to their ARCs.
- Promoting more competitive and open recruitment from the ARC Pool. Current ARC Pool data is not found very useful by engaging agencies, so they approach people in their network rather than using the ARC Pool to identify potential appointees. This could be improved by requiring that vacant ARC positions are advertised to the ARC Pool to permit interested pre-qualified individuals to express an interest.
- Changing the selection criteria for prequalification as an ARC member and/or chair so that it caters for a more diverse range of skills and experiences that could make a positive contribution to an ARC.
- Do you have any other feedback on the ARC Scheme prequalification process?

Questions:

- Is the engagement period of eight (8) years for ARC members and chairs appropriate, or should it be less, or more?
- What are the key aspects of an individual's capabilities and competencies that should be considered in assessing their suitability to sit on an ARC as a member and/or chair?
- When considering the maximum number of ARCs on which an individual can serve, should a shared ARC be classified as multiple ARCs? For example, a member could sit on five individual ARCs, or one shared ARC and two individual ARCs.
- Do you believe advertising vacant positions to all ARC Pool members would enhance the recruitment process? What would help with the recruitment process?

2.4.2 Clarifying operations of ARCs

Issues:

Some areas of the operation of ARCs are not clearly explained in TPP20-08 nor the Scheme Conditions, making operation challenging and/or inconsistent across the sector, and causing confusion for individuals that sit on multiple ARCs. These include:

- Meeting mechanics and how remuneration is calculated, particularly remuneration for a 'meeting day' and how preparation time is calculated. Current requirements are not clear and are very high-level, and no guidance is provided.
- Narrowness of scenarios relating to termination of ARC members, which have not covered all the scenarios faced by agencies.
- Evaluation of the ARC, and the ARC members and chair performance. While the AA is required to evaluate the performance of the ARC annually, currently no guidance is provided on what elements should be evaluated.

Potential solutions

- Provide clearer and more practical requirements and/or guidance on how to calculate ARC remuneration, to improve the consistency of application of the requirements across the sector.

- Providing more clarity on when and how members can be terminated, outside under-performance, and agencies abolished due to Machinery of Government changes.
- Providing a formal review process, reporting requirements and templates for the ARC performance review

Questions:

- Are there other operational elements of ARCs that prove challenging? What would help reduce this challenge?
- If Treasury provided the additional guidance and templates identified in the potential solutions, what should be included?
- Do you have robust current agency ARC Secretariat practices and/or templates that you'd like to share?

2.4.3 Remuneration of ARC members and chairs

Remuneration of ARC members and chairs is currently set to be reviewed every second year. Remuneration was last reviewed in December 2020.

A range of feedback has been received on this topic regarding both the amount and the structure of remuneration.

We have considered the remuneration of similar roles in other jurisdictions and, while most jurisdictions do not centrally mandate remuneration, the current rate of remuneration for NSW ARC roles appears in line with other jurisdictions.

Issues:

- ARC remuneration remains substantially unchanged since the Scheme was established in 2009. However, remuneration rates appear to compare adequately to other jurisdictions, and it is also a time of fiscal constraint for government, and Senior Executive wages in the NSW government have been frozen.
- Currently members are paid per meeting, and chairs paid an annual sum covering 'up to seven meeting days' followed by a day rate where meeting days exceed seven. This can lead to circumstances where Chairs are being paid less than ordinary members.
- Whether the current definitions of large / medium / small ARC types in section 6.3 of the Scheme Conditions remain appropriate.

Potential solutions

- Providing clearer guidance for how remuneration of members and chairs should be calculated, particularly for part-day meetings and preparation time.

Questions:

- Do you believe that the definitions of ARC types in section 6.3 of the Scheme Conditions remain appropriate as they relate to remuneration?
- Should the remuneration structure (meeting days or hours) be changed? What would you propose?
- Do you believe that NSW ARC members and/or chairs are appropriately remunerated? What data can you share to support this position?

2.4.4 ARC requirements for agencies with boards

Issue:

As described earlier, the purpose of ARCs is to provide independent assurance to the Accountable Authority of an agency across a range of governance matters - particularly the assurance of financial statements, internal audit, risk management and compliance.

TPP 20-08 requires members and chairs of ARCs to meet independence requirements to ensure that the ARC remains independent from the Accountable Authority and can provide independent assurance to the Agency. To this end, TPP20-08 prohibits NSW government employees from sitting on ARCs, with the exception of non-executive board members of statutory bodies.

This approach is aligned with private corporations' approach of non-executive board members being considered independent for the purposes of sitting on ARCs which are subcommittees of the Board. However, the approach may result in an inconsistency of approach across the NSW public sector. An ARC is intended to provide independent assurance to the AA, but for agencies with boards who are the AA, the members are sourced from the AA.

We have heard contrasting views from stakeholders on ARC requirements for agencies where the AA is the board, including:

- whether the ARCs of boards should consist of completely independent individuals, rather than be a subcommittee of the board,
- if requiring board members to become prequalified under the ARC Prequalification Scheme is unnecessary duplication of the vetting they have already undergone to be appointed to the board, and
- if the ARC is a subcommittee of the board, whether the members should receive remuneration as ARC members in addition to their board remuneration.

Questions

- Do you support non-executive board members sitting on ARCs? If so, should they be additionally remunerated for the role?
- Are elements of the ARC Prequalification process overlapping with the board vetting process, and so should cease where applicable? Which elements of the process overlap?

2.5 Compliance and Monitoring

2.5.1 Ministerial exemptions

TPP20-08 states the method for obtaining an exemption from any of the core requirements of the Policy is as follows:

1. During the relevant reporting period, the AA provides a written request to their Responsible Minister requesting exemption from one or more core requirements for one of the reasons outlined on page 16 of TPP20-08.
2. Before the end of the relevant reporting period, their Responsible Minister provides the AA with an exemption from the requested core requirement(s) for a period of up to two years.

3. Despite the Ministerial approval, the agency testifies as non-compliant to the core requirements they received exemption for and provides a copy of the Ministerial exemption to NSW Treasury with their annual Policy attestation.

Issue:

The current process raises several issues including:

- The agency is expected, under TPP20-08, in the area of ‘exemption’ to implement arrangements ‘at least equivalent’ to the requirements of TPP20-08. As such, an exemption under TPP20-08 is not genuinely an exemption.
- The agency must still testify as non-compliant even when an exemption has been approved, which appears an unfair outcome, especially since at least equivalent arrangements must be in place to receive an exemption;
- The Minister for the agency being the point of approval creates a perception of a potential conflict of interest. It is also unusual for a Ministerial exemption to be available for a whole-of-government policy;
- Exemptions can be granted for ‘up to’ two years. This does not appear to accommodate ongoing arrangements where the “at least equivalent arrangements” are more appropriate for the agency, and we are not aware of any exemptions of shorter duration, or of the significance to this period; and
- The requirement to inform NSW Treasury of the Ministerial exemption is not well practiced by agencies across the sector.

These suggest that the current ‘exemption’ requirements are not effective and/or are impractical.

Potential solution(s)

Establish an ‘exception process’ rather than an ‘exemption process’, that could address the above issues. Steps could include:

1. The agency applies to NSW Treasury for an exception to specific requirements, ensuring they meet the requirements for exception – including alternative arrangements to meet the intent of the requirement.
2. NSW Treasury Secretary (or their delegate) assesses and, if appropriate, approves the exception.
3. Agencies with approved exceptions can testify as compliant to the core requirement(s) and must include details of their exception in their attestation.

Questions

- Do you find the current exemption process effective and practical? If not, what improvements could be made to it?
- Who would be best placed to approve application for an exemption, if it is not the agency’s responsible Minister?

2.5.2 Attestation process

Issue:

TPP20-08 requires all agencies within the scope of the Policy to return an attestation to NSW Treasury by 31 October each year, and to publish it in their Annual Report. The attestation is the primary mechanism that encourages agency compliance with the policy.

We are considering whether returning the attestations to NSW Treasury is necessary, and/or whether there is an opportunity to streamline it with other similar attestations.

Potential solutions:

- Agencies continue to publish the attestation in their Annual Report but do not make a separate return to NSW Treasury.
- The attestation is combined with another existing attestation to streamline the process for agencies e.g. the annual cyber security attestation.

Questions

- Do you see opportunities to streamline the attestation process? If so, what are they?

2.5.3 Transitional arrangements

Issue:

TPP20-08 prescribes a twelve-month transitional period for new agencies – including those affected by machinery of government changes, and agencies newly required to comply with the Policy.

While twelve months seems an extended period to provide to stand up risk, internal audit and ARC arrangements, agencies have indicated that their experience is that the twelve-month transitional period is insufficient time to fully implement all the core requirements of the Policy.

Questions:

- What would be a sufficient transitional period to allow a new agency to meet their obligations under TPP20-08?
- What would be a sufficient transitional period to allow agencies recently subject to a MoG to meet their obligations under TPP20-08?
- What, if anything, could help agencies more swiftly establish risk, internal audit and ARC arrangements if newly established or following a MoG change.

2.5.4 Shared arrangements

Current state

TPP20-08 permits three forms of shared arrangements:

- Collaborative shared arrangements
 - The AA of each agency negotiates the administrative and resource sharing arrangements. Each agency has equal standing in the arrangement.
- Principal department led shared arrangements
 - The principal department led ARC extends their oversight to additional agencies within the portfolio. The principal department appoints the ARC and secretariat.
- Shared CAE and/or Internal Audit functions
 - This is independent from the decision to share an ARC, and only possible if the agencies meet conditions outlined in TPP20-08.

Shared arrangements aim to support the proportionality of compliance costs of implementing TPP20-08 compared to the benefits of the governance arrangements.

Questions:

- Have you found that shared arrangements achieve their aim in delivering efficiencies and economies? Why or why not?
 - Should there be other forms of shared arrangements? If so, what are they?
 - Under collaborative shared arrangements, should approval be required from the Secretary of the Principal Department if the Secretary is not otherwise involved in the arrangements? If so, what is the role of the Secretary in the approval process?
-

2.6 Additional Feedback

This paper does not represent an exhaustive list of potential improvements. We encourage those who have experience implementing *TPP20-08* to email finpol@treasury.nsw.gov.au with any feedback or ideas for areas of improvement.

Questions:

- What, if any, other challenges do you experience in applying TPP20-08? What impact do they have on you're and your team?
- What, if any, elements of TPP20-08 work well?
- What other feedback do you have about TPP20-08 and/or the ARC pre-qual scheme conditions?