



Business Assurance Protocol

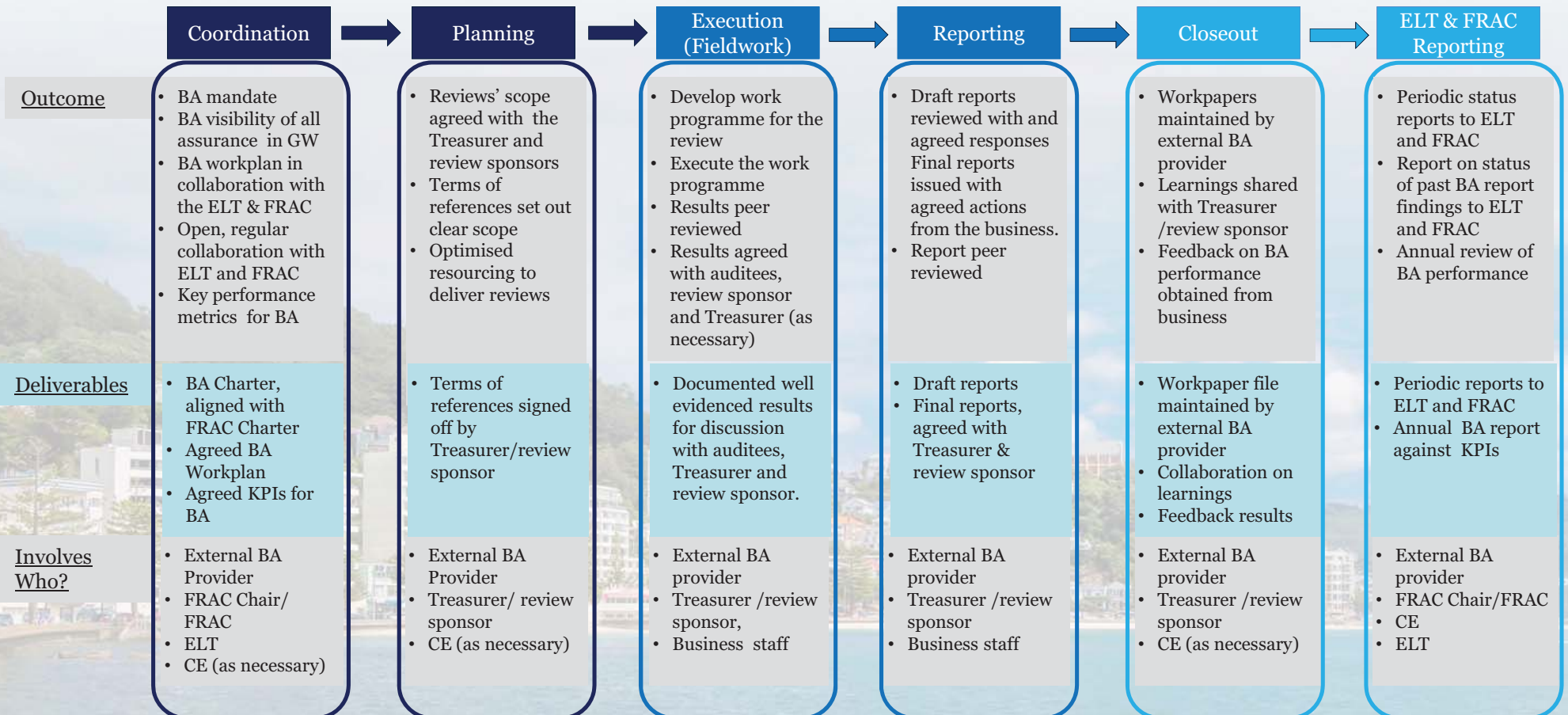
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Protocol – Business Assurance(BA) at Greater Wellington Regional Council

Core Principles:

- Operates with approved mandate (Business Assurance Charter) covering Governance, Risk Management and Control
- Aligns with risk and assurance needs of the business
- Mandate for direct access to Executive Leadership Team (ELT) and the Finance, Risk and Assurance committee (FRAC), open collaboration and regular dialogue with management
- Dynamic 18 month rolling Business Assurance Work Plan, reconfirmed every six months to reflect changing risk and assurance needs in the business
- The external provider will deliver reports issued to GW and be the face of Business Assurance to the business



BA – What?, When?, Who?

Task	Timing	Responsible	Accountable	Consulted	Informed
Coordination <ul style="list-style-type: none"> Develop/update mandates Develop/update BA Workplan Regular coordination with GMs Set and monitor KPI's for BA 	<ul style="list-style-type: none"> Annually 6-monthly Monthly Ongoing 	BA External Provider (PwC)	Treasurer	CE, ELT	ELT, FRAC
Planning <ul style="list-style-type: none"> Develop/agree Terms of Reference 	<ul style="list-style-type: none"> 1 month prior to fieldwork commencing 	BA External Provider (PwC)		Review Sponsor	ELT
Fieldwork <ul style="list-style-type: none"> Prepare work programme and execute Results of fieldwork discussed with auditees and others as relevant 	<ul style="list-style-type: none"> End of fieldwork 	BA External Provider (PwC)		Review Sponsor	ELT
Reporting <ul style="list-style-type: none"> Draft reports reviewed with and agreed responses from review sponsor & Treasurer (as necessary) Final reports peer reviewed and issued to Treasurer & review sponsor 	<ul style="list-style-type: none"> 2 weeks post fieldwork completion 1 week post receipt of agreed actions 	BA External Provider (PwC)		Review Sponsor	ELT
Closeout <ul style="list-style-type: none"> Workpapers maintained by external BA provider Learnings shared with business BA 'customer' surveys 	<ul style="list-style-type: none"> On completion 6 monthly On completion 	BA External Provider (PwC)		N/A ELT ELT	N/A ELT, FRAC
ELT & FRAC Reporting <ul style="list-style-type: none"> Periodic status reports to ELT and FRAC Report on status of past BA report findings to ELT and FRAC Annual review of BA performance 	Periodic, first to ELT, then FRAC	BA External Provider (PwC)		CE, ELT	ELT, FRAC Chair, FRAC

Coordination

Outcomes

- Clear mandate, accountabilities and basis for operation for Business Assurance within GW

Principles

- All coordination managed through ELT
- A dynamic annual BA Plan giving a forward view of Business Assurance priorities, adapting to reflect changing needs within the business
- Business Assurance line of sight across all assurance within GW
- Business Assurance activities aligned to GW's strategy, risks and business assurance needs

Activities

- Develop mandate and review annually
- Annual Business Assurance planning, updated 6-monthly
- Ongoing coordination with ELT and FRAC

Deliverables

- Business Assurance Charter
- Annual Business Assurance work plan (describing reviews proposed)

Engagement Planning

Outcomes

- Agreed Terms of Reference for each Business Assurance review providing clarity on the scope and objective of the review

Principles

- Each Business Assurance review will have a review sponsor within GW, who will typically be at GM level
- The BA External Provider will plan each review and agree the scope with the review sponsor

Activities

- Meet with the business to understand context, changes, risks and agree the focus for the review
- Draft initial terms of reference containing the objectives and scope for the review - provide to business to obtain feedback
- Agree logistics – team, timeframe, resource requirements, interview schedule, information requirements
- Obtain signoff from review sponsor

Deliverables

- Terms of reference agreed and signed by the BA External Provider and the review sponsor

Fieldwork

Outcomes

- Results of the review are supported by well documented approach and workpapers
- Results of fieldwork discussed with auditees and the review sponsor to confirm factual accuracy and identify mitigations and actions to resolve issues reported

Principles

- Terms of reference will be expanded into a detailed work programme to address objectives and scope
- Work programme executed, document the work performed and the results
- Work performed peer reviewed by BA External Provider; results agreed for discussion with business
- Findings and observations will be discussed and agreed with auditees, review sponsor and others as required

Activities

- Develop work programme to give effect to the objectives and scope of the review
- Conduct the review through interviews, process walkthroughs, review of documentation and sample testing. Document all work in the work programme and determine results
- BA team perform peer review of documented fieldwork and results
- BA team meet with auditees to discuss results and observations, confirm factual accuracy and collaborate on practical and viable resolution options

Deliverables

- Work programme to evidence and capture the fieldwork performed
- Peer reviewed results discussed and agreed with the business

Reporting

Outcomes

- Final reports issued - including draft report collaboration with sponsors to agree the management responses to the review results and recommendations

Principles

- Draft reports detailing the results of the review will be issued and reviewed with the review sponsor and others as relevant
- Appropriate management responses obtained from management and GM to address the recommendations made
- Final reports issued once responses are agreed by the review sponsor and GM
- All reports (draft and final) will be peer reviewed before issuing

Activities

- BA Team write up observations and findings in a draft report
- Draft report is reviewed and then issued to the review sponsor for review and supply of management comments on action to be taken on the recommendations
- BA Team agree action responses with the review sponsor and GM and present final report for review
- Final reports will be issued to the review sponsor and other management as appropriate

Deliverables

- Draft reports for review by and feedback from review sponsor and other management as required
- Final reports will be issued with agreed actions from management

Closeout

Outcomes

- All workpapers reviewed and maintained/stored by BA External Provider
- Continuous improvement in the business is assisted through BA's analysis and sharing of learnings
- Results of satisfaction surveys indicate views of the performance of BA

Principles & Activities

- Documentation and records for all completed reviews will be maintained by the BA External Provider
- Contribute to continuous improvement through analysing and sharing learnings with GMs and review sponsors
- Satisfaction surveys are conducted to assess the performance of BA

Deliverables

- Workpaper documentation and records stored by BA External Provider
- Analysed learnings shared on an ongoing basis with the business
- 'Customer' satisfaction surveys

Reporting to ELT and FRAC

Outcomes

- Periodic status reports of BA activities and results to ELT and FRAC
- Summarised results of completed reviews are reported periodically to ELT and FRAC
- Follow-up of past findings and actions reported periodically to ELT and FRAC
- Annual review of BA performance against agreed KPIs

Principles & Activities

- BA will report periodically to the ELT and FRAC on delivery against the Annual BA Plan, the results of completed reviews and progress by the business in implementing recommendations. BA will implement internal processes to achieve this reporting on an efficient and timely basis
- The BA External Provider will undertake an annual review of BA's performance against agreed KPIs

Deliverables

- Periodic reports to ELT and FRAC on the respective topics