

Draft Audit and Review Guidelines:

Electricity, and Gas and Water  
Licences

August 2010February 2014

Economic Regulation Authority

 WESTERN AUSTRALIA

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## 1 Purpose of the ~~guidelines~~ these Guidelines

The purpose of the ~~guidelines~~ Audit and Review Guidelines: Electricity and Gas Licences (Guidelines) is to inform electricity, ~~and gas~~ and water service providers licensed by the Economic Regulation Authority (Authority) and external auditors about the Authority's requirements regarding the conduct of performance/~~operational~~ audits (audits) and asset management system reviews (~~reviews~~) of licensees.

The ~~guidelines~~ Guidelines are designed to promote consistency of ~~performance/operational~~ audits and asset management system reviews through:

- informing licensees and auditors about the legislative framework applicable to auditing licensee's compliance with licence conditions;
- ~~informing licensees and auditors about the approach to examine the effectiveness of the reviews;~~
- describing a framework for the conduct of audits/~~and~~ reviews based on Australian Auditing and Assurance Standards;
- adopting a risk based approach to planning audits/~~and~~ reviews using the risk assessment process in standard AS/NZS 31000:2009;
- promoting consistency of reporting on ~~the performance/operational audit~~ audits by mandating a ~~7-4-point compliance rating scale; and 4-point adequacy of controls rating scale;~~<sup>1</sup>
- promoting consistency of reporting on ~~the effectiveness of asset management processes~~ reviews by mandating separate adequacy and performance rating scales; and
- providing a framework for:
  - the criteria the Authority will consider when approving auditors;
  - the format and content of audit and review plans;
  - the conduct of ~~the audit/review~~ audits and reviews with reference to the Australian Auditing and Assurance Standards; and
  - the format and content of the audit/~~and~~ review ~~report to be provided to the Authority~~ reports.

The use of common rating scales to measure compliance with licence conditions and effectiveness of asset management processes enables the Authority to benchmark individual licensees and groups of licensees over time. ~~The Authority intends to reduce the frequency of audits and reviews for licensees that can demonstrate consistent and effective compliance with licence requirements. This approach will benefit the licensee through reducing the costs and resources needed for audit and review activities over time.~~

The Authority will publish separate Guidelines for water licenses (Audit Guidelines: Water Licences) due to the different legislative framework relating to the audits and reviews of water licensees.<sup>2</sup>

<sup>1</sup> This does not include the rating "not applicable" which may be used by the auditor.

<sup>2</sup> The Water Services Act 2012 includes provision for the Authority to appoint the auditors that undertake audits and reviews of water licences.

## 2 Implementation of these guidelines Guidelines

Licence audits and reviews that commence on or after ~~1 August 2010~~, insert commencement date, that is the auditor nomination is received ~~from~~ on or after this date ~~onwards~~, are to be conducted in accordance with the requirements set out in these ~~guidelines~~ Guidelines.

### 3 ~~Mandatory auditing requirements~~ Auditing Requirements

In order to promote consistency of reporting on ~~performance/operational~~ audits and ~~asset management system~~ reviews, the Authority has identified a number of mandatory requirements in respect of ~~the~~:

- ~~adopting~~ Adoption of a risk based approach to auditing with a preference for the risk evaluation model set out in AS/NZS 31000:2009;
- ~~the~~ compliance rating ~~scales~~ scales to be used to assess compliance with licence conditions;
- ~~the~~ effectiveness rating ~~scales~~ scales to be used to assess effectiveness of asset management processes;
- ~~the~~ terms and conditions of engagement for auditors employed to undertake audits ~~and reviews of~~ licences;
- ~~the~~ format and content of an audit plan for audits ~~and~~ and reviews;
- ~~the~~ format and content of the auditor's audit and/or review report; and
- ~~the~~ format and content of ~~the~~ post-audit and post-review implementation ~~plans~~ plans.

The Authority has identified the mandatory requirements through the use of the words "must" and "requires" in the text of these Guidelines.

### 4 ~~The licensing framework~~ Licensing Framework for electricity, gas Electricity and water licences Gas Licences

#### 4.1 ~~The role~~ Role of the Authority

Under the provisions of the *Economic Regulation Authority Act 2003 (ERA Act)* section ~~25~~, it is a requirement that the Authority administers the licensing schemes for the provision of electricity ~~services, and~~ gas services ~~and water services~~.

In performing its functions, the Authority, under section 26 of the ERA Act, must have regard to:

- promoting regulatory outcomes that are in the public interest;
- the long-term interests of consumers in relation to the price, quality and reliability of goods and services provided in the relevant markets;
- encouraging investment in relevant markets;
- the legitimate business interests of investors and service providers in relevant markets;
- promoting competitive and fair market conduct; and
- preventing abuse of monopoly or market power.

Licences are granted subject to conditions intended to promote the objectives of the legislation including supply quality (public health and safety issues), supply reliability (connections and supply), consumer protection (customer service levels and prices) and regulatory compliance (compliance with legislation and standards). These conditions are supported by various technical and industry codes and standards.

The Authority has the responsibility for granting licences with appropriate conditions, monitoring compliance, reviewing performance reports [received](#) from the licensees and enforcing compliance or revoking licences.

The Governing Body of the Authority is assisted by the Secretariat, which consists of a Chief Employee and public service officers appointed or made available under Part 3 of the *Public Sector Management Act 1994*. [The Secretariat staff are](#) the initial point of contact in the Authority's day-to-day dealings on matters relating to gas, [and](#) electricity, ~~rail and water~~ regulation. [While the Secretariat staff](#) may provide assistance on these matters, it is the Governing Body that has ultimate responsibility for regulatory ~~and inquiry~~ functions [and decisions](#).

## 4.2 ~~Legislation governing electricity, gas~~ Governing Electricity and water licensing ~~Gas Licensing~~

The legislation (~~Industry Acts~~) that governs the licensing of providers of electricity ~~services and~~ gas ~~services and water~~ services respectively is:

- *Electricity Industry Act 2004 (WA) (Electricity Act)*; [and](#)
- *Energy Coordination Act 1994 (WA) (Gas Act)*;
- ~~*Water Services Licensing Act 1995 (WA) (Water Act)*~~

~~There which together~~ are ~~two types of audits prescribed under~~ the Industry Acts ~~(refer to sections~~

~~Sections 13-14, 11Y & 11ZA and 36-37 of the Electricity, Gas Act and Water Acts, respectively) that impose~~ [sections 11Y & 11ZA of the Gas Act place](#) the following obligations on licensed service providers:

- provide the Authority with [an](#) performance/~~operational~~ audit conducted by an independent expert acceptable to the Authority not less than once in every 24 month period (or such longer period as the Authority allows); and
- provide the Authority with a report by an independent expert acceptable to the Authority as to the effectiveness of the asset management system not less than once in every 24 month period (or such longer period as the Authority allows).

Regular audits of a licensee by [an](#) independent ~~auditors/experts~~ [expert \(auditor\)](#) provide the Authority with a level of assurance that the licensee is complying with its obligations with regard to supply quality, supply reliability, consumer protection and regulatory compliance.

~~Conditions~~ [Regular reviews by an independent expert \(auditor\) provides the Authority with a level of assurance that the licensee is maintaining an effective asset management system.](#)

[The Authority requires both audits and reviews to be undertaken to a sufficient level of scrutiny that confidently assesses if the licensee has complied with its licence conditions.](#)

and/or has an effective asset management system. The required level of scrutiny corresponds to the Auditing standards definition of a reasonable assurance engagement.<sup>3</sup>

All electricity and gas licences include conditions in respect of audits and reviews, except electricity retail licences and gas trading licences, which are not subject to conditions regarding the review of asset management systems, reviews.<sup>4</sup>

Under the Industry Acts the Authority is required to provide a report on the audit to the Minister within two months of its receipt from the licensee.<sup>5</sup>

### 4.3 Licence conditions related Conditions Related to audits Audits and reviews Reviews

The Authority has developed licences for electricity, gas and water services that are consistent with the corresponding legislation. There are some differences in the structure of these. The licences, particularly electricity licences, which reflect the structure and content of the corresponding legislation. However, the licence include conditions dealing with the conduct of an audit in respect of the appointment of audits and reviews, as applicable, and also require licensees and auditors and to comply with the frequency of audits are the same for electricity, gas and water licences requirements of these Guidelines.

The reader is referred to [the electricity and gas licences that are published on](#) the Authority's website ([www.erawa.com.au](http://www.erawa.com.au)) for more information on [the relevant](#) licence conditions.

## 5 Australian audit standards Auditing Standards

The following sections of [the guidelines](#) [these Guidelines](#) refer to the principles outlined in the Australian Auditing Standards and Standards on Assurance Engagements (the Standards) issued by the Auditing and Assurance Standards Board.<sup>6</sup> While the Standards have been developed by the [accountancy](#) [accounting](#) profession, the audit principles in the Standards apply equally well to [operational](#) [performance](#) audits and [asset management system](#) [reviews](#) [of licensees](#).

~~The Authority acknowledges that the audits/reviews of smaller licensees may sometimes be undertaken by specialist engineering consultants rather than professional auditors. However, auditors~~ [Persons](#) conducting audits [reviews of a licensee's compliance with licence conditions and reviews](#) are [advised](#) [required](#) to familiarise themselves with the standards that are identified in these [guidelines](#) [Guidelines](#).

The Authority expects the audits [and](#) reviews of licensees to be conducted in accordance with the principles described in the standards that are [identified](#) [referenced](#) in these [guidelines](#) [Guidelines](#). However, ~~it~~ [there](#) is [left to the scope for the auditor to apply their professional judgement of the auditor to determine how to when they](#) apply the principles to [a particular an](#) audit [or review](#).

<sup>3</sup> Refer to Aus 7.4 of the Framework for Assurance Engagements (issued by Auditing and Assurance Standards Board (AUASB) in April 2010). The asset management system review as defined by the Industry Acts should not be confused with the definition in Aus 7.5 of the Framework for Assurance Engagements which defines a review as a limited assurance engagement.

<sup>4</sup> Energy retailers do not operate the infrastructure that is used to supply gas and electricity to customers.

<sup>5</sup> The Industry Acts do not require the Authority to report to the Minister in respect of reviews.

<sup>6</sup> Available on the Auditing and Assurance Standards Board (AUASB) website: [www.auasb.gov.au](http://www.auasb.gov.au)

## 6 ~~Audit/review purpose, scope and frequency~~Review Purpose, Scope, Risk and Frequency

~~Section~~The audits and reviews described in section 4.2 identified two types of audits: ~~operational/performance audits and asset management system reviews. Each type of audit has~~have a separate and distinct purpose and scope, ~~as~~which are described in more detail below.

### 6.1 ~~Operational/performance audit~~

#### 6.1 Audit

The purpose of the ~~operational/performance~~ audit is to assess the effectiveness of measures taken by the licensee to meet the ~~obligations of the performance and quality standards/conditions~~ referred to in the licence including the legislative obligations called up by the licence.

The audit focuses on the systems and effectiveness of processes used to ensure compliance with the standards, outputs and outcomes required by the licence. ~~The; the~~ audit report should identify areas where improvement is required and recommend corrective action as necessary.

The scope of the audit must include the adequacy and effectiveness of performance against the requirements of the licence by considering:

- **process compliance** - the effectiveness of systems and procedures in place throughout the audit period, including the adequacy of internal controls;
- **outcome compliance** – the actual performance against standards prescribed in the licence throughout the audit period;
- **output compliance** – the existence of the output from systems and procedures throughout the audit period (that is, proper records exist to provide assurance that procedures are being consistently followed and controls are being maintained);
- **integrity of reporting** – the completeness and accuracy of the compliance and performance reports provided to the Authority; and
- **compliance with any individual licence conditions** – the requirements imposed on the specific licensee by the Authority or specific issues that are advised by the Authority.

### 6.2 ~~Asset management system review~~

Adjustment of the audit scope in the audit plan stage may be considered by the Authority on a case by case basis, in respect of individual licensee's or classes of licensee.<sup>7</sup>

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<sup>7</sup> This is discussed further in section 7.1 of these Guidelines.

## 6.2 Review

The purpose of the ~~asset management system~~ review is to assess the measures taken by the licensee for the proper management of assets used in the provision and operation of services and, where appropriate, the construction or alteration of relevant assets.

~~The asset management system~~The review focuses on the asset management system, including asset management plans, which set out the measures that are to be taken by the licensee for the proper operation and maintenance of assets. The plans must convey the licensee's business strategies to ensure the effective management of assets over at least a five year period.

The scope of the ~~asset management system~~ review must include an assessment of the adequacy and effectiveness of the asset management system by evaluating the 12 key ~~asset management~~ processes ~~of~~ mandated in Appendix 4:

- asset planning;
- asset creation/acquisition;
- asset disposal;
- environmental analysis;
- asset operations;
- asset maintenance;
- asset management information system;
- risk management;
- contingency planning;
- financial planning;
- capital expenditure planning; and
- review of the asset management system.

The effectiveness criteria that are to be used in the review ~~is~~are described in ~~section 2~~Table 22 of Appendix 34.

## 6.3 Risk based approach Based Approach to audits & reviews

The primary purpose of an audit ~~and~~ review is to assess the effectiveness of measures taken by the licensee to ensure compliance with licence conditions or effective management of assets. These ~~guidelines~~Guidelines incorporate a risk-based approach to assessing the appropriate risk factors in order to focus the audit ~~and~~ review on higher risk areas, with less intensive coverage of medium and lower risk areas. The Authority requires ~~all~~ audits/reviews ~~auditors~~ to ~~utilise~~apply a risk based approach to planning and conducting ~~the~~an audit ~~or~~ review.

In order to obtain greater consistency of risk assessment across the different utility sectors and licensees, ~~these Guidelines provide~~ detailed ~~guidelines (refer to Appendix 1) have been included~~guidance on the Authority's preferred risk evaluation model, which is based on Australian/New Zealand Standard 4360:200431000:2009 (Risk Management) – Principles and Guidelines, refer to Appendix 2. Applying this methodology ~~results in~~ audits ~~and~~ Draft Audit and Review Guidelines – Electricity, and Gas and Water Licences August 2010February 2014

reviews ~~providing~~requires auditors to apply a greater focus and depth of ~~testing~~procedures for higher risk areas compared to medium and lower risk areas. ~~There should be more extensive audit testing of higher risk areas to provide sufficient assurance of compliance or the presence of effective controls.~~

~~The auditor has scope to evaluate risk using an alternative approach to that set out in Appendix 1. If this is the case, the auditor is required to specify the risk evaluation method in the audit report. The auditor is also required to map the audit priority ratings derived from their method onto the 5-point scale identified in Table 14 (Appendix 1) in the audit plan that is submitted to the Authority for approval.~~

## 6.4 Frequency of audits & reviews Audits and Reviews

The Industry Acts prescribe a minimum interval of time between audits and reviews of 24 months, commencing from the date that the licence is granted (see section 4.2). ~~However, the Industry Acts~~There is also ~~include~~provision for the Authority, ~~at its discretion~~, to extend ~~or reduce~~ the interval between audits ~~and~~ reviews from the standard 24 month period ~~at its discretion~~.

Audits and reviews impose direct and indirect costs on the licensee and the Authority. The Authority's policy is to minimise the cost of regulation on licensees, subject to maintaining an appropriate level of oversight of the licensee's compliance with its regulatory obligations under the licence. For audits and reviews, the cost of regulation may be reduced if the interval between audits ~~and~~ reviews is increased. Hence, the Authority is prepared to, within reasonable bounds, extend the interval between audits ~~and~~ reviews for low risk licensees, i.e. those licensees who are demonstrating high levels of compliance ~~with licence conditions~~, or asset management ~~system~~ effectiveness, ~~as applicable~~.

Licensees who are assessed as:

- having a strong compliance framework that is achieving a high level of compliance with the ~~conditions of the~~ licence; or
- operating an effective asset management system that has strong controls to maintain a high level of effectiveness,

may be rewarded with an increased interval between audits ~~and~~ reviews.

Conversely, licensees who are assessed as:

- having a weak compliance framework that is achieving an inadequate level of compliance with the ~~conditions of the~~ licence; or
- operating an ineffective asset management system,

may have the interval between audits ~~and~~ reviews reduced. ~~It may be the case that in some, but not all, situations where~~if the audit ~~or~~ review period is reduced the Authority ~~will~~may also serve a notice of contravention on the licensee under the applicable legislation.

## 7 ~~The audit & review~~ Audit and Review process

~~Please refer to the flowchart in Appendix 3 for an overview of the process for conducting operational/performance audits and asset management reviews. The following sections discuss each stage of the process in more detail.~~

### ~~8~~ Auditor selection

The audit framework contemplated by the Industry Acts places the onus on the licensee to demonstrate compliance with the conditions of their licence by engaging independent experts (auditors) to conduct audits ~~and~~ reviews, as applicable, and report their findings to the licensee ~~and~~. The licensee is then responsible for providing the report to the Authority.<sup>8</sup>

Please refer to the flowchart and process template in Appendixes 3 and 5 respectively for an overview of the audit and review process.

#### 7.1 Areas of Special Focus for Audits and Reviews

At the initiation of an audit or review, the Authority's Secretariat may inform the licensee that specific licence obligations, aspects of the asset management system; or the inspection of specific asset infrastructure is an area of special focus that must be given a high audit or review priority. The areas of special focus are usually selected in response to information that the Authority has obtained from a range of sources, including previous audits or reviews, annual compliance reports, media reports and referrals from other government agencies. The auditor may also be required to focus on the licensee's compliance with new or amended legislation that has been implemented since the previous audit was concluded.

The Secretariat will strive to provide the licensee with advance notice of areas of special focus. This may be by including the information in the Authority's letter reminding the licensee of the upcoming audit and/or review of its licence (normally sent three months prior to the end of the audit/review period), or by communicating the information directly to the licensee at some earlier time.

The Secretariat may also wish to meet with the licensee and the auditor to discuss the handling of any areas of special focus in the audit or review plan before the plan is submitted to the Authority for approval.

The following sections discuss the three stages of the audit and review process – auditor selection, audit/review plan approval and audit/review report approval - in more detail.

### 8 Auditor Selection

Under the Industry Acts, the Authority must approve the auditor nominated by the licensee prior to their appointment by the licensee to undertake the audit ~~and~~ review. The Authority must be satisfied that an auditor nominated by a licensee has the required expertise and experience to conduct the audit ~~and~~ review to an acceptable standard. The Authority will also give consideration to the independence of the auditor in relation to the licensee. The

<sup>8</sup> Under the Industry Acts, audits and reviews must be undertaken by independent experts. These Guidelines uses the term 'auditor' to denote the independent expert that undertakes the audit and/or review.

remainder of this section sets out the criteria that the Authority will consider when determining the suitability of an auditor to conduct an audit~~/or~~ review.

It is anticipated the licensee will undertake a selection~~tendering~~ process to identify an auditor that is able to conduct the audit~~/or~~ review to a satisfactory standard ~~and~~ in a cost effective manner.<sup>9</sup> The licensee, in seeking the Authority's approval of their nominated auditor, must provide the Authority with a copy of the auditor's submission~~tender~~,<sup>10</sup> which should address the criteria set out in the remainder of this section.

## 8.1 Competence and ~~capacity~~Capacity of an auditor~~Auditor~~ to perform~~Perform~~ the audit~~/review~~Audit or Review

### ~~8.1.1 Operational/Performance audits~~

#### 8.1.1 Audits

In determining the suitability of an auditor to conduct an ~~operational/performance~~ audit, the Authority will give consideration to the following factors:

- The experience of the ~~audit company auditor~~ in performance and compliance auditing. It is desirable for the ~~audit company auditor~~ to demonstrate experience of undertaking regulatory audits or non-financial assurance audits of utilities or other regulated businesses within the previous 3 years~~; and~~
- The audit skills and experience of each member of the audit team. The Authority will give particular consideration to:
  - each audit team member's audit expertise and audit experience; and
  - the lead auditor's (e.g. partner, manager, senior engineer or similar) knowledge and experience of conducting regulatory audits or non-financial audits of utilities or other regulated businesses.

### ~~8.1.2 Asset management effectiveness reviews~~

#### 8.1.2 Reviews

In determining the suitability of an auditor to conduct an asset management ~~system~~ effectiveness review, the Authority will give consideration to the following factors:<sup>11</sup>

- The experience of the ~~audit company auditor~~ in asset management practice. It is desirable for the ~~audit company auditor~~ to demonstrate relevant asset management experience in utilities or other regulated businesses within the previous 3 years. Relevant experience might include asset management system development, asset

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<sup>9</sup> The Secretariat can request changes to an auditor's audit procedures at the draft audit/review report stage if deemed necessary by the Secretariat. Licensees may wish to consider this possibility during contract negotiations with potential auditors. For further details refer to section 10.3.2.2.

<sup>10</sup> It is left to the discretion of the licensee whether they provide the financial and pricing component of the submission/tender.

<sup>11</sup> The Authority uses the term 'auditor', rather than the term 'reviewer' to denote the independent experts that undertakes reviews.

valuations, asset performance reviews, asset project management or strategic asset planning; and

- The engineering and technical expertise of each member of the review team. The Authority will give particular consideration to:
  - each review team member's professional qualifications relevant to the licence that is the subject of the review;
  - each review team member's knowledge and experience of asset management practice in the ~~relevant~~ utility sector relevant to the licence; and
  - the lead auditor's (e.g. partner, manager, senior engineer or similar) knowledge and experience of conducting managing effectiveness reviews of asset management systems ~~or asset management practices of utilities or other regulated infrastructure businesses~~.

## 8.2 Quality of previous audit/review work Previous Audit and Review Work

During the appointment process consideration will be given to the quality of previous audits and reviews that have been conducted by the auditor nominated by the licensee. The Authority may, through the application of the discretion provided for in the Industry Acts, decide not to approve an auditor if it is of the view that previous audits or reviews have not been ~~conducted~~ performed to a satisfactory standard.

Prior to nominating ~~the an~~ auditor to the Authority for its approval, licensees are encouraged to make the necessary enquiries of prospective auditors to determine whether the Authority has expressed dissatisfaction with the quality of previous audits or reviews that they have conducted.

## 8.3 Auditor independence Independence

During the appointment process consideration will be given to the professional independence of the auditor in relation to the licensee and any related entity,<sup>12</sup> particularly where the auditor undertakes other professional work for the licensee or a related entity.

Auditor independence requires that the auditor and the licensee take appropriate measures to avoid conflict of interest situations in respect of the audit or review. Section ~~324~~ 324CD of the *Corporations Act 2001 (Cth)* (**Corporations Act**) states that:

a conflict of interest situation exists in relation to an audited body at a particular time if, because of circumstances that exist at that time:

- the auditor, or a professional member of the audit team, is not capable of exercising objective and impartial judgement in relation to the conduct of the audited body; or
- a reasonable person, with full knowledge of all relevant facts and circumstances, would conclude that the auditor, or a professional member of the audit team, is not capable of exercising objective and impartial judgement in relation to the conduct of the audit of the audited body.

<sup>12</sup> A related entity has the same meaning as in section 9 of the Corporations Act 2001 (Cth)

Section ~~324~~324CD of the Corporations Act includes a comprehensive framework for identifying circumstances that give rise to conflicts of interest. The Authority notes that the professional codes of conduct for audit and assurance practitioners are broadly consistent with the Corporations Act, but may be less prescriptive in their approach to resolving conflicts of interest. The Authority expects that auditors who are members of a professional accounting body will be governed by the code of ethics of that body when determining whether they meet the minimum standards for professional independence in relation to an ~~audit~~or review of a licensee. However, the Authority also recognises that some audits and reviews are conducted by auditors who may not be members of a professional accounting body. The remainder of this section outlines the factors, drawn from the Corporations Act and APES 110,<sup>13</sup> ~~that~~ the Authority requires all auditors to take into account when assessing whether they meet the minimum standards for auditor independence.

All ~~auditors~~persons that will be engaged in performing an audit or review are required to provide to the Authority a declaration of independence ~~in relation to~~at the ~~audit/review time~~they are nominated by the licensee, either individually or, where they are employed by the same entity, collectively (see section 8.5).

### 8.3.1 ~~Threats to independence~~Independence

When nominating an auditor for the Authority's approval, a licensee and the auditor should satisfy themselves that there are no conflicts of interest that might give rise to an independence threat. Of particular interest are independence threats due to:

- self-interest – occurs when:
  - ~~an audit company~~auditor or a member of the audit team could benefit from a financial or non-financial interest in a licensee or a related entity; or
  - the total fees from the licensee represents a large proportion of the fees of the auditor expressing the audit opinion.
- self-review – occurs when:
  - the ~~audit company~~auditor or a member of the audit team has undertaken other non-audit work for the licensee that is being evaluated in relation to the audit/review; or
  - when a member of the audit team was previously an officer or director of the licensee; or
  - where a member of the audit team was previously an employee of the licensee who was in a position to exert direct influence over ~~material matters~~that will be ~~subjected~~subjected to ~~audit~~examination during an ~~audit~~or review.

Auditors are encouraged to assess the risk of a self-review threat based on work that:

- has been undertaken by the auditor, or a member of the audit/review team, for the licensee within the previous 24 months; or
- the auditor is currently undertaking for the licensee; or

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<sup>13</sup> Accounting and Professional Ethical Standards Board, Compiled APES 110 Code of Ethics for Professional Accountants (February 2008).

- the auditor has submitted an offer, or intends to submit an offer, to undertake for the licensee within the next 6 months; and
- familiarity – occurs when, by virtue of a close family relationship with a licensee, its directors, officers or employees, an [audit company](#) or a member of the audit team is or is perceived to be too sympathetic to the licensee's interests.

These, and other, independence threats are discussed in more detail in sections AUST290.41.24 – 290.41.7231 of APES 110.

Auditors are required to consider a number of relevant relationships when assessing whether circumstances exist that might create an independence threat. These relationships are considered in more detail in Appendix 1.

## 8.4 Auditor rotation Rotation

### 8.4.1 ~~Consecutive audits/reviews conducted~~ Audits or Reviews Conducted by the same auditor Same Auditor

There is a self-review or familiarity threat to auditor independence where the same auditor conducts consecutive audits of the same business. To mitigate against this risk, auditor rotation is common practice for other types of statutory audit.<sup>14</sup>

The Authority's policy with respect to auditor rotation is to limit the number of consecutive audits ~~or~~ reviews that can be conducted by the same auditor to ~~a period of time not greater than 6 years in aggregate. This means that the same auditor can conduct either two (2 (audit period is 3 years) or 3 (audit period is 2 years) consecutive audits/reviews.)~~ Where an auditor is unable to conduct an audit ~~or~~ review because of the rotation criterion, at least one audit ~~or~~ review must be conducted by another auditor before that auditor is eligible to conduct a subsequent audit ~~or~~ review.

### 8.4.2 ~~Application of the auditor rotation policy~~ Auditor Rotation Policy to audits/reviews Audits and Reviews

The auditor rotation policy ~~outlined~~ in section 8.4.1 applies to persons who play a significant role in the audit ~~or~~ review. A person who plays a significant role in an audit ~~or~~ review includes:

- if the person is appointed as an individual auditor:
  - the person; and
  - a service company, or similar, through which the auditor provides the audit service; or
- if an audit company is appointed as the auditor:

<sup>14</sup> The Corporations Act (section 324DA), and the professional codes of conduct for auditors and assurance practitioners set limits on the number of consecutive audits that can be undertaken by an auditor. The Corporations Act also prohibits an auditor from conducting financial audits of the same business for more than 5 out of 7 successive years.

- the lead auditor, i.e. the person who is primarily responsible to the audit company for the conduct of the audit/or review;<sup>15</sup> and
- the review auditor, i.e. the person who is primarily responsible to the audit company for reviewing the ~~conduct~~performance of ~~the~~an audit or review.

For example, where an audit is proposed to be undertaken by the same audit company that completed the previous audit and the audit company nominates different lead and review auditors then this audit team would be considered to be a new audit company for the purposes of the Authority's auditor rotation policy.

## 8.5 Declaration of independenceIndependence

The Authority requires auditors to provide to the Authority a declaration of independence to accompany the auditor nomination documents provided by the licensee.

The declaration is to include a statement that the auditor, and each individual auditor or participating in the audit company or review, is, and will be able to comply remain, compliant with the ~~Authority's~~ independence criteria set out in these ~~guidelines at the time that~~Guidelines throughout the audit/or review ~~is to be conducted~~. The Authority has left it to the discretion of the auditor to determine the format of the declaration. However, the Authority notes that some professional bodies have developed their own declaration templates, ~~which can be used in relation to audits and reviews at the discretion of the auditor.~~ Should this be the case, the declaration should include specific reference to the requirements set out in these guidelinesGuidelines.

## 8.6 Summary of required documentsRequired Documents for auditor approvalAuditor Approval

The following documents/and information must be submitted to the Authority when seeking approval of the proposed auditor:

- a formal request (i.e. letter or email) from the licensee requesting the Authority to approve the nominated auditor;
- a copy of the Curriculum Vitae for each audit/review team member demonstrating their skills and experience relevant to the audit/or review;<sup>16</sup>
- for audit companies, a business profile, or similar, demonstrating their capability and capacity to undertake the audit/or review;
- a document containing an approximate timeline for the audit/or review – the Authority requires a high level work program and confirmation that the audit/or review report will be provided to the Authority by the due date;<sup>17</sup> and

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<sup>15</sup> The Authority will apply this test to persons, other than the person who approves the audit report, if it considers that this person will have a direct influence over the development of the opinion of the audit company in relation to an audit/review.

<sup>16</sup> If at any time a new member is added to the audit/review team, the auditor is required to provide a copy of the new member's Curriculum Vitae to the Authority.

<sup>17</sup> The Authority notes that the responsibility for the timely delivery of the audit/or review jointly rests with the auditor and the licensee. For those licensees who have business operations over a number of facilities

- a declaration of independence prepared by the auditor.

## 9 ~~Audit/review plan approval~~ and Review Plan Approval

### 9.1 ~~Responsibility for developing~~ Developing the Audit or Review Plan

~~9.1 Throughout this section, reference to an audit/review plan is to be read as a reference to the plan in relation to an audit or review, as applicable.~~

The auditor is responsible for developing the audit/~~review~~ plan. However, the Industry Acts do not include explicit provision for auditors to submit audit/~~review~~ plans directly to the Authority.

The Authority requires either:

- with the licensee's consent, the auditor submit the audit/~~review~~ plan to the Authority for ~~its~~ approval, with a copy provided to the licensee; or
- ~~the licensee submit~~ the audit/~~review~~ plan to ~~be submitted to~~ the Authority ~~by the licensee~~ on behalf of the auditor.

### 9.2 ~~General requirements for audit/review plans~~ Audit/Review Plans

~~The assurance engagement standard, ASAE 3000<sup>18</sup> states that an engagement:~~

~~The assurance practitioner shall plan should consist an assurance engagement so that it will be performed effectively.~~

~~[...]~~

~~Planning involves developing an overall strategy for the scope, emphasis, timing and conduct of:~~

~~the assurance engagement, and an assurance engagement plan, consisting of a detailed approach for the nature, timing and extent of evidence-gathering procedures to be performed and the reasons for selecting them.<sup>19</sup>~~

ASAE 3000 also provides a list of examples of the main matters to be considered in the engagement plan:

- the terms of the assurance engagement;
- the characteristics of the subject matter and the identified criteria;

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distributed across the State, the Authority recommends the auditor nomination acknowledge the need to visit more than one facility during the audit/review engagement.

<sup>18</sup> [The assurance standard for engagements to audit other than historical financial information \(ASAE 3000\) was released by the Australian Government's Auditing and Assurance Standards Board in July 2007.](#)

<sup>19</sup> ASAE 3000, paragraph 26

- the assurance engagement process and possible sources of evidence;
- the assurance practitioner's understanding of the entity and its environment, including the risks that the subject matter information may be materially misstated;
- identification of intended users and their needs, and consideration of materiality and the components of assurance engagement risk; and
- personnel and expertise requirements, including the nature and extent of experts' involvement.

The remainder of this section outlines the Authority's requirements in respect of an audit/~~review~~ plan.

### 9.2.1 ~~Audit/~~review objectives~~ or Review Objectives~~

The audit/~~review~~ plan must include a statement setting out the objectives and purpose of the audit/~~or~~ review. ~~Inclusion~~The inclusion of an audit/~~or~~ review objectives statement enables the Authority to confirm that the audit/~~or~~ review is being ~~undertaken/performed~~ in accordance with the regulatory framework prescribed in the Industry Acts and complies with these Guidelines.

### 9.2.2 ~~Scope of work~~Work

~~The~~The audit plan should include the scope of work, which comprises a number of components:

- a review of the actions taken to address the issues and recommendations identified during the previous audit or review – the audit plan should include a copy of the issues and recommendations from the previous audit or review, updated to provide the status of the actions taken to address each recommendation;
- facilities that will be visited by the auditors during the audit/~~or~~ review – this enables the Authority to determine whether the audit/~~or~~ review will examine an appropriate proportion of the licensee's business operations, particularly where these operations are geographically distributed;
- ~~for each facility, details of the business functions that will be audited, the key personnel/persons~~ who will be interviewed, and the documentation that will be examined;<sup>20</sup>
- ~~a review of the actions taken to address the recommendations of the previous audit/~~review~~ – the audit/~~review~~ plan should include a copy of the recommendations from the previous audit/~~review~~; and~~
- work schedule – details of the key activities that will be performed during the audit/~~or~~ review (including report preparation), the audit/~~or~~ review team members who will be undertaking the activities and the amount of time that has been allocated to each activity.

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<sup>20</sup> ~~The Authority acknowledges that the auditor may not wish to disclose details of the sampling processes that will be applied during the audit/~~review~~. Should the Authority require further information regarding these matters/documents then it will contact the auditor directly.~~

### 9.2.3 ~~Reporting~~

The audit/review plan should confirm that the audit/review report will comply with the format prescribed in these guidelines, see section 11.

## 9.3—Risk based approach to auditing

### 9.3 ~~The audit/review plan for audits~~ Audits and reviews

#### 9.3.1 Audit Methodology

The audit plan must apply the Authority's mandatory methodology for assessing risk, which is based on Australian/New Zealand Standard ~~4360:2004-31000:2009~~ (Risk Management – Principles and Guidelines). The methodology is described in more detail in Appendix 2. The output of the risk assessment process is the determination of an audit priority for each licence compliance obligation or each asset management system component. The calculated audit priority determines the nature and extent of audit ~~testing~~ procedures for each compliance obligation or asset management component.

#### 9.3.2 Proposed Audit and Review Procedures

##### 9.3.2.1 Overview

The Authority's preferred risk based methodology (based on Australian/New Zealand Standard 31000:2009 (Risk Management – Principles and Guidelines)) is intended to ensure that the depth of procedures in an audit or review is commensurate with the risk. There should be more extensive audit procedures performed on higher risk areas of the licensee's operations.

The Authority expects the auditor will apply ASAE 3000, ASA 500 (Audit Evidence) and ASA 530 (Audit Sampling) when determining the level and type of audit procedures to be applied to each licence condition or asset system effectiveness process. Generally, it is left to the professional judgement of the auditor to determine the audit procedures performed for each level of audit or review priority rating. The Authority expects items with a priority rating of 1 or 2 to be subject to extensive examination involving process reviews, interviews of relevant staff and, where applicable, sample procedures of process outputs. Items with a lower audit priority rating may be adequately examined through desktop reviews of procedures and confirmatory discussion with relevant staff.

It is acceptable for an auditor to use the recent work (i.e., within the last nine months of the audit or review period) of other independent experts (e.g., EnergySafety Division of the Department of Commerce) when formulating the audit or review procedures to be performed. Where the auditor is relying on the work of other parties, this should be explicitly disclosed in the audit plan.

##### 9.3.2.2 Sample Procedures

Paragraph A52 of ASA 500 states:

An effective test provides appropriate audit evidence to an extent that, taken with other audit evidence obtained or to be obtained, will be sufficient for the auditor's purposes. In selecting

items for procedures, the auditor is required by paragraph 7 to determine the relevance and reliability of information to be used as audit evidence; the other aspect of effectiveness (sufficiency) is an important consideration in selecting items to test. The means available to the auditor for selecting items for procedures are:

- (a) Selecting all items (100% examination);
- (b) Selecting specific items; and
- (c) Audit sampling.

The Authority considers that audit sampling may be particularly appropriate for licence conditions that require an action to be completed within a specified timeframe, and where the strength of controls for that condition is rated as weak or moderate.

With regard to the selected sample size, ASA 530 (Audit Sampling) states:

The level of sampling risk that the auditor is willing to accept affects the sample size required. The lower the risk the auditor is willing to accept, the greater the sample size will need to be.<sup>21</sup>

[...]

The sample size can be determined by the application of a statistically-based formula or through the exercise of professional judgement.<sup>22</sup>

While specific details of the sample procedures to be undertaken are not required to be provided in the audit plan, the auditor should collect "sufficient appropriate evidence" commensurate with the audit or review priority of the licence obligation, or asset management effectiveness criteria, as applicable.

### **9.3.2.3 Examination of Compliance Reports and Compliance Registers**

The Authority expects licensees to maintain a compliance (or breach) register in respect of their licence conditions. Auditors are required to incorporate the items in the compliance register into the audit plan, that is, the audit priority ratings in the audit plan should take into consideration the contraventions in the compliance register that were present during the period of time covered by the audit.

Licensees are required to provide to the Authority an annual compliance report detailing contraventions of licence conditions for the each financial year. Auditors are required to determine whether the compliance reports sent to the Authority during the audit period are consistent with the compliance register.

### **9.3.2.4 General discussion of Audit procedures**

Auditors are required to provide a high level tabular summary of the type of audit procedures that may be applied for each audit or review priority level. An example is provided in Table 1.

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<sup>21</sup> Paragraph A10 of ASA 530.

<sup>22</sup> Paragraph A11 of ASA 530.

**Table 1: Example of possible audit procedures for each audit priority**

<u>Example of overview of audit procedures to be applied</u>		
<u>Audit priority (refer Appendix 2)</u>	<u>Example of possible audit procedures that may be applied</u>	
<u>1</u>	<u>High Priority</u>	<u>Interviews with supervisory and operational personnel;</u> <u>Inspection of relevant documents;</u> <u>Obtain evidence that policies, procedures and controls are in place and working effectively;</u> <u>Examine compliance reports and breach register;</u> <u>Obtain confirmations from third parties if applicable;</u>
<u>2</u>		<u>Examine reports and correspondence with other regulators (e.g., EnergySafety);</u> <u>Close inspection of applicable asset infrastructure;</u> <u>Examination of asset management system effectiveness criteria;</u> <u>High level sampling may be applicable for output and timeliness procedures; and</u> <u>Recalculation of a sample of relevant performance indicators.</u>
<u>3</u>	<u>Moderate Priority</u>	<u>Interviews with supervisory and operational personnel;</u> <u>Inspection of relevant documents;</u> <u>Obtain evidence that policies, procedures and controls are in place and that controls are working effectively;</u> <u>Examine compliance reports and breach register;</u>
<u>4</u>		<u>Physical examination of applicable asset infrastructure;</u> <u>Examination of asset management system effectiveness criteria;</u> <u>Sampling may be applicable for output and timeliness procedures; and</u> <u>Walkthrough the process to calculate relevant performance indicators.</u>
<u>5</u>	<u>Lowest Priority</u>	<u>Interviews with supervisory or operational personnel;</u> <u>Desktop review of relevant documents;</u> <u>Desktop review of policies, procedures and controls in place;</u> <u>View compliance reports and breach register;</u> <u>Visit applicable asset infrastructure;</u> <u>Desktop review of asset management system effectiveness criteria; and</u> <u>Low level Sampling may be applicable for output and timeliness procedures.</u>

Table 1 is provided for illustrative purposes only; auditors should apply their own policies in respect of audit and review procedures when they prepare the audit plan. The audit plan should provide sufficient information about these policies to enable the Authority to understand the scope of procedures that will be applied in respect of each audit priority rating.

### 9.3.19.3.3 Reporting

The audit plan should include a statement confirming that the audit or review report prepared by the auditor will comply with the format prescribed in section 11 of these Guidelines.

## 9.4 Specific requirements for operational/performance audit plans Requirements for Audit Plans

The primary objective of an ~~operational/performance~~ audit is to provide to the Authority an independent assessment of a licensee's compliance with all of the relevant obligations under the licence.<sup>23</sup> ~~Consequently, Accordingly,~~ the Authority requires the auditor to undertake a comprehensive review of the licensee's compliance with the licence, which requires an examination of each and every applicable compliance obligation ~~during relevant to the audit licence in the context of the licensee's business operations.~~ The risk based audit approach, described in ~~section 9.3 and Appendix 2, enables auditors to adjust the amount of audit examination and testing in line with the calculated risk of non-compliance. Licence obligations that are higher risk will should be subjected to more detailed examination compared to lower risk licence obligations applied when developing the audit plan.~~

The remainder of this section details two possible approaches to determining the audit priority for the ~~licensee's~~ compliance obligations under the relevant Industry Act:

- application of an audit priority to each compliance obligation: or
- ~~aggregate~~aggregation of similar compliance obligations with similar audit priorities.

### 9.4.1 ~~Singular audit priority assessment~~ Audit Priority Assessment

The singular approach is where the auditor uses the compliance obligation framework in the relevant compliance manual<sup>24</sup> published by the Authority to identify the licence obligations<sup>25</sup> applicable to a licence, and then calculates an audit priority for each obligation. This is the most granular approach to calculating audit priorities.

### 9.4.2 ~~Aggregated audit priority assessment~~ Audit Priority Assessment

Auditors may elect to apply the audit priority assessment framework at a level that captures more than one compliance obligation. Common approaches to aggregation include calculating an audit priority for:

- each licence clause;
- a component part of a legislative instrument such as acts, regulations and codes;<sup>26</sup> or
- a group of compliance obligations that map onto the licensee's business processes (e.g. a common manager or business function is responsible for complying with the obligations).

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<sup>23</sup> ~~The Authority also requires licensees to provide an annual, exception-based, compliance report, which is a self-assessment of the licensee's compliance with the licence. Auditors are required to review the compliance reports that have been provided to the Authority by the licensee since the previous audit.~~

<sup>24</sup> Electricity Compliance Reporting Manual, or Gas Compliance Reporting Manual ~~or Water Compliance Reporting Manual.~~

<sup>25</sup> Each compliance obligation is given a unique number in the relevant compliance manual.

<sup>26</sup> For example, a single audit priority might be applied to whole or part of a code or a regulation, including sub-regulations.

Where aggregation has been applied to determining audit priority, the Authority will assume that the stated audit priority applies to each and every applicable compliance obligation, as defined in the relevant compliance manual, unless otherwise stated. Also, where the auditor has selected the third option in the above list, the audit plan should explicitly detail the obligation numbers that are included in the aggregated group of compliance obligations.

### 9.4.3 Presentation of ~~audit priority~~ Audit Priority in the audit plan ~~Audit Plan~~

The final draft of the audit plan must include for each compliance obligation, licence clause, legislative instrument, or group of compliance obligations, as applicable, a table that identifies the risk assessment and audit priority rating. ~~Table 1~~ Table 2 provides an example based on licence clauses.

When developing the audit plan, the auditor may identify that one or more licence clauses/obligations do not apply to the licensee's business operations. Should this be the case, the auditor is required to identify the clauses/obligations in the audit plan and briefly explain why these obligations ~~are being excluded from~~ should not be tested by the audit.

**Table 2: Presenting audit priority ratings in operational/performance audit plans**

Operating Compliance Obligation Reference No. (Water, Electricity or Gas Compliance Manual)	Applicable Licence Clause/ Legislative Instrument (Cl.=clause, Sch.=schedule)	Consequence (1=minor, 2=moderate, 3=major)	Likelihood (A=likely, B=probable, C=unlikely)	Inherent Risk (Low, Medium, High)	Adequacy of existing controls (S=strong, M=moderate, W=weak)	Audit Priority (Refer to Table 20 for audit priority ratings)						
						1	2	3	4	5	N/A	
SERVICE DELIVERY												
Water services in designated areas <sup>1</sup>	Cl.2(b), Sch.4 Electricity Industry Customer Transfer Code Cl. 2.2(1)(a)	1	C	Low	Strong					✓		
Availability/ connection of services <sup>2</sup>	Cl.12(b) Electricity Industry Customer Transfer Code Cl. 2.2(1)(b)	2	C	Medium	Strong				✓			
etc												

The auditor may wish to reduce the audit priority for some licence obligations (or group of obligations) from that calculated through the application of Appendix 2 if the licensee has demonstrated a high level of compliance over previous consecutive audits. If the auditor wishes to exercise this option then they must explain this approach in the audit plan. A request to reduce the audit priority would be considered by the Authority on a case by case basis. However, all licence obligations that are applicable to the licensee's operations must be subject to some level of audit procedures.

Where the Authority has advised the licensee, or the auditor, that it is of the opinion that a specific licence condition or obligation is relevant to the licensee's operations, and should be included in the scope of the audit, the auditor is required to amend the audit plan accordingly.

## 9.5 Specific requirements for asset management system review plans Requirements for Review Plans

The primary objective of an asset management system effectiveness review is to provide to the Authority an independent assessment of the effectiveness of the licensee’s asset management system in respect of the assets that are delivering the services covered by the licence.

To assist licensees and auditors, the Authority has developed a mandatory framework comprising 12 key asset management processes that is to be used to assess asset management effectiveness – refer to Appendix 4 for a description of the framework. Each asset management component includes process details of the desired outcome and(s) if the process is being performed effectively, along with a minimum set of effectiveness criteria. Refer to Appendix 4 for more information.

The Authority requires auditors to base their assessment of the licensee’s asset management effectiveness system on the mandatory framework described in Appendix 4. By applying the risk based audit approach described in section 9.3 and Appendix 2, auditors are able to determine the amount extent of audit examination and testing procedures that is to be applied to each asset management component. Higher process. This ensures that high risk asset management components will be processes are subjected to more detailed examination compared to than lower risk components processes.

As a minimum, the Authority requires auditors to state an audit priority for each of the 12 asset management components described in Appendix 4. However, auditors may optionally choose to break down an asset management component into sub-components and assign an audit priority to each sub-component.

### 9.5.1 Presentation of audit priority Audit Priority in the review plan Review Plan

The final draft of the review plan should include for each component or sub-component of the asset management system, as applicable, a table that identifies containing the twelve asset management processes, the risk assessment and the review priority rating (see Table 3). Auditors may also wish to provide the review priority rating. Table 2 provides an example based on for each of the effectiveness criteria associated with each asset management system component assessment.

**Table 3: Asset management system review plan**

Asset management system components	Consequence (1=minor, 2=moderate, 3=major)	Likelihood (A=unlikely, B=probable, C=unlikely)	Inherent Risk (Low, Medium, High)	Adequacy of existing controls (S=strong, M=moderate, W=weak)	Review Priority (Refer to Table 20 for audit priority ratings)						
					1	2	3	4	5	N/A	

Asset planning	1	C	Low	Strong					✓	
Asset creation and acquisition	2	C	Medium	Strong				✓		
etc										

In ~~undertaking the development of~~ developing the review plan, the auditor may identify that one or more asset management ~~components/sub-components decomponent/criterion does~~ not apply to the licensee's ~~business operations-asset management system~~. Should this be the case, the auditor is required to identify the asset management components/~~sub-components/criterion~~ in the review plan and briefly explain why ~~they are~~ it is being excluded from the review.

There are circumstances where some elements of the asset management framework, in particular asset planning, asset creation/disposal and financial planning, are performed by other entities on behalf of the licensee. This scenario frequently occurs where the licensee is a special purpose vehicle whose sole function is to operate the assets covered by the licence on behalf of the asset owners, or where some functions are outsourced to a contractor. In this case, the auditor is required to make the necessary enquiries of the owning entity, or the contractor when preparing the audit plan.

## 9.6 ~~Assistance to be provided~~ Provided by the Authority

~~Following the appointment of the auditor by the licensee, the auditor may obtain a copy of the~~ The licensee's previous audit/or review report is available from the Authority's website ([www.erawa.com.au](http://www.erawa.com.au)).

The Authority may also, upon request from the licensee or the auditor, meet with the auditor to discuss any specific issues related to the audit/or review planning process.

## 10 ~~Conducting the audit/review~~ Audit/Review

This section outlines some general principles to be followed by the auditor and the licensee to ensure the audit/or review is conducted in a thorough and timely manner. ~~These principles are discussed in the following sections.~~

### 10.1 ~~Assistance to be provided~~ Provided by the licensee

The Authority requires licensees to facilitate the audit/or review process by providing to the auditor, as needed and in a timely manner:

- access to the facilities and business premises identified in the audit or review plan;
- access to required materials and information sources that the auditor needs to conduct the audit/or review, including data, performance reports, records and any other relevant information;
- access to the relevant person(s) in each of the licensee's business units that are being audited; and
- an introduction to persons, other than employees of the licensee, who are relevant to the audit/or review.

## 10.2 ~~Deviation from the approved audit plan~~ Approved Audit Plan

When the audit plan has been ~~finalised~~ approved by the Authority, the auditor will then conduct the audit ~~/or~~ review in accordance with the audit plan. However, as the audit ~~/or~~ review progresses there may be a need to revise the audit plan based on the findings of the audit ~~/or~~ review ~~to date~~. The Authority requires that revisions to an audit plan that result in a higher or lower audit priority being assigned to a compliance obligation or asset management component, as applicable, ~~be~~ are identified in the audit ~~/or~~ review report along with a brief explanation of the reason for increasing/decreasing the audit priority.

## 10.3 Fieldwork

During the audit ~~/or~~ review, the auditor is required to undertake one or more visits, as needed, to the licensee's organisation to access information, make enquiries and interview key personnel. The auditor should assess compliance with the requirements of the licence through ~~assessing and testing~~ the application of audit procedures:

- **the control environment** – licensee's management philosophy and operating style, organisational structure, assignment of authority and responsibilities, the use of internal audit, the use of information technology and the skills and experience of the key staff members;
- **the information system** – the appropriateness of the licensee's information systems to record the information needed to comply with the licence, accuracy of data, security of data and documentation describing the information system;
- **control procedures** – the presence of systems and procedures to monitor compliance with the licence or the effectiveness of the licensee's asset management system and to detect ~~and correct~~ prevent instances of non-compliance or under-performance;
- **compliance attitude** - the action taken by the licensee in response to any previous audit/review recommendations, and an assessment of the licensee's attitude towards compliance; and
- **outcome compliance** – the actual performance against standards prescribed in the licence throughout the audit period.

## 10.4 ~~Audit evidence~~ Evidence

ASAE 3000 (~~para~~ paragraphs 56-67~~63~~) provides guidance on the quantity and quality of audit evidence to be obtained when conducting an audit ~~/or~~ review. The standard states an auditor:

shall obtain sufficient appropriate evidence on which to base the conclusion.

It is left to the auditor to use their professional judgement to determine what constitutes sufficient audit evidence for ~~the~~ each audit ~~/or~~ review they ~~are conducting~~ perform.<sup>27</sup> However, the Authority requires the auditor to develop a comprehensive set of working

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<sup>27</sup> Reference is also made to section 9.3.2 of these Guidelines with relation to audit procedures.

papers throughout the audit~~/or~~ review. The working papers need to be sufficiently detailed to provide a high standard of evidence to support the auditor's opinions and recommendations that are included in the audit report. The auditor is required, upon request, to provide the Authority with access to the working papers.

#### 10.4.1 ~~Specific requirements for testing output~~ Requirements for Procedures Output Compliance

There are licence conditions and obligations arising under the legislation, regulations and codes that require licensees to develop processes to ensure that ~~benchmarks and milestones/activities~~ are ~~achieved/completed~~ within prescribed timeframes. Examples include responding to customer complaints, connecting and re-connecting customers ~~on time~~ and providing annual compliance and performance reports to the Authority. The Authority expects auditors to ~~undertake/perform~~ appropriate ~~testing/audit procedures~~ to determine whether a licensee has complied with the obligation. The ~~level/nature and extent of testing/the procedures~~ will be guided by the ~~licensee's control environment/audit priority of the licence obligation~~. If a licensee has a strong control environment with high level of visibility of the required compliance outcomes, then it may be appropriate for the auditor to rely on the available data provided by the licensee to assess compliance. However, if the licensee ~~has/is assessed as having~~ a weak control environment, then the Authority expects the auditor to ~~undertake/perform~~ more detailed ~~testing/audit procedures~~, including ~~audit sampling~~, to assess the level of compliance.

### 10.5 Professional ~~scepticism~~Scepticism

The auditor is expected to adopt an attitude of professional scepticism throughout the audit/review. ASAE 3100 (~~para/paragraph~~ 11(a)) states that having an attitude of professional scepticism:

means the assurance practitioner makes a critical assessment, with a questioning mind, of the validity of evidence obtained and is alert to evidence that contradicts or brings into question the reliability of documents and responses to enquiries and other information obtained from management and the responsible party.

## 11 Audit/review reporting and Review Reports

The auditor is required to provide a comprehensive report to the licensee and the Authority that clearly expresses the opinion of the auditor in respect of the findings of the audit~~/or~~ review. ~~AUS 810/ASAE 3000~~ provides a useful reference framework of the structure and content of ~~assurance reports on the effectiveness of control procedures.~~<sup>28</sup>

The remainder of this section sets out the minimum set of information to be included in an audit~~/or~~ review report provided to the Authority for approval. This does not preclude the auditor from including ~~in the report~~ other information ~~in the report~~ that they deem relevant to the audit ~~or review~~ outcomes.

<sup>28</sup> Refer to paragraphs 78 – 80 of ASAE 3000.

## 11.1 Executive summary ~~Summary~~

### 11.1.1 ~~Operational/Performance audits~~ Audits

The executive summary of the audit report must include:

- a statement that the audit has been conducted in order to assess the licensee's level of compliance with the conditions of its licence;
- a brief description of the type of licence held by the licensee ~~and~~ the business that is the subject of the licence, and any major changes to either since the previous audit;
- an summary assessment of the actions taken by the licensee in response to the recommendations in the previous audit report with reference to Table 4 (section 11.3);
- a summary of issues and recommendations arising from the current audit ~~in a tabular form (licence condition reference, issue, recommendation and post-audit action plan by the licensee) and a review of the actions taken by the licensee in response to the previous post-audit plan;~~
- the ~~summary~~ opinion of the auditor on the control environment operated by the licensee;
- an overall assessment of compliance with the licence, including the ~~identification of any significant non-compliance events~~ licence contraventions found by the audit and the integrity of the licensee's reporting to the Authority and other statutory organisations; and
- any other information the auditor considers relevant to include in the audit summary.<sup>29</sup>

### 11.1.2 ~~-Asset management system reviews~~ Management System Reviews

The executive summary of the review report must include:

- a statement that the review has been conducted in order to assess the effectiveness of the licensee's asset management system;
- a brief description of the assets that have been reviewed and any major changes to those assets since the previous review;
- an assessment of the actions taken by the licensee in response to the recommendations in the previous review report, with reference to Table 5 in section 11.3;
- a summary of issues and recommendations arising from the current review in a tabular form (asset management system component, issue, ~~recommendation and post-audit action plan by the licensee) and a review of the actions taken by the licensee in response to the previous post-audit plan; and recommendation);~~

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<sup>29</sup> If the post-audit and/or post-review implementation plans are incorporated into the audit and/or review report, the auditor should specify that the post-audit and/or post-review implementation plans are prepared by the licensee and do not form part of the auditor's opinion.

- the ~~summary~~ opinion of the auditor on the control environment operated by the licensee;
- an overall assessment of the effectiveness of the licensee's asset management system ~~effectiveness~~; and
- any other information the auditor considers relevant to the review.

## 11.2 Audit/Scope of Work

### 11.2 The audit or review scope

The ~~audit/review scope of work~~ must include:

- a description of the audit/~~or~~ review objectives, ~~scope~~ and the methodology used to conduct the audit/~~or~~ review;
- the interval of time ~~period~~ covered by the audit/~~or~~ review and the previous audit/~~or~~ review, if applicable;
- the ~~time~~ period over which the audit/~~or~~ review has been ~~conducted~~performed;
- details of the licensee's representatives participating in the audit/~~or~~ review;
- details of key documents and other information sources examined by the auditor during the course of the audit/~~or~~ review;
- details of the audit/~~or~~ review team members and hours utilised by each member; and
- any other information the auditor considers relevant to the audit/~~or~~ review scope ~~of work~~.

## 11.3 Licensee's response/Response to previous/Previous Recommendations

### 11.3 The audit recommendations

The ~~or~~ review report must provide ~~a tabular summary~~details of:

- ~~the recommendations from the previous audit report;~~
- action taken by using the licensee to address format specified in Table 4 below;
- the recommendations from the previous review using the format specified in Table 5 below,

as applicable.

- Table 4 provides a breakdown of the recommendations;
- whether the issue(s) that gave rise to the from the previous audit into three groupings: recommendations have been resolved; and
- any further action needed to address the issues identified in before the end of the previous audit period, recommendations that have not been satisfactorily resolved.

The auditor is required to provide an assessment of the licensee's overall response to the during the current audit period and recommendations ~~in~~ outstanding at the ~~previous~~ end of the current audit report period.

Table 5 provides a breakdown of the recommendations from the previous review into three groupings: recommendations resolved before the end of the previous review period, recommendations resolved during the current review period and recommendations outstanding at the end of the current review period.

**Table 4: Previous audit non compliances and recommendations**

Table of Previous Non Compliances and Audit Recommendations				
A. Resolved before end of previous audit period				
Reference (no./year)	(Compliance rating/ Legislative Obligation/ details of the issue)	Auditors' Recommendation or action taken	Date Resolved	Further action required (Yes/No/Not Applicable) & Details of further action required including current recommendation reference if applicable
01/2013	<i>Non-compliant - 2</i> <i>Code of Conduct for the Supply of Electricity to Small Use Customers - Clause 5.2(2).</i>  <i>Credit card payment numbers are not checked against customer details prior to processing the payment.</i>	The Licensee should introduce a validation protocol that confirms the credit card payment number against customer details prior to processing the payment.	1/07/13	Yes - The protocol should be regularly updated to allow for credit card changes (refer to recommendation 02/2015)
etc.				
B. Resolved during current Audit period				
Reference (no./year)	(Compliance rating/ Legislative Obligation/ details of the issue)	Auditors' Recommendation	Date Resolved	Further action required (Yes/No/Not Applicable) & Details of further action required including current recommendation reference if applicable
02/2013	<i>Non-compliant - 2</i> <i>Electricity Industry Customer Transfer Code Annex 6 - Clause A6.2 (a)</i>  <i>Licensee does not have a IT disaster recovery plan.</i>	The Licensee should develop and implement an IT Disaster Recovery Plan.	20/3/14	No
etc.				
C. Unresolved at end of current Audit period				
Reference (no./year)	(Compliance rating/ Legislative Obligation/ details of the issue)	Auditors' Recommendation	Further action required (Yes/No/Not Applicable) & Details of further action required	

03/2013	<p><u>Non-compliant - 2</u></p> <p><u>Code of Conduct for the Supply of Electricity to Small Use Customers - Clause 5.3.</u></p> <p>A review of the incident register identified that the Licensee had experienced a system defect within its IVR process.</p> <p>It is understood that the system error did not enable customer credit card payments to be correctly processed so that funds could be withdrawn in accordance with the authorisation.</p>	<p>The Licensee continues to investigate and rectify the cause of the system error to ensure the system is accurately complying with the customer's instructions during the IVR process.</p>	<p>Yes - complete the actions addressing the recommendation.</p>
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Table 5: Previous review ineffective components recommendations

<u>Table of Previous Review ineffective Components Recommendations</u>				
<u>A. Resolved before end of previous review period</u>				
<u>Reference (no./year)</u>	<u>(Asset management effectiveness rating/ Asset Management System Component &amp; Criteria / details of the issue)</u>	<u>Auditors' Recommendation or action taken</u>	<u>Date Resolved</u>	<u>Further action required (Yes/No/Not Applicable) &amp; Details of further action required including current recommendation reference if applicable</u>
01/2013	<p><u>B3</u></p> <p><u>Asset Planning – Likelihood and consequence of asset failure is predicted.</u></p> <p><u>Likelihood and consequence of asset failure has not been predicted. In the asset management plan.</u></p>	<p><u>Likelihood _____ and consequence of asset failure should be predicted in the asset management plan for key _____ infrastructure assets.</u></p>	15/05/13	<p><u>Yes – while key assets have been assessed, the asset management plan does not require regular updates to be undertaken.</u></p> <p><u>Amend the asset management plan to include a procedure for ongoing review of likelihood and consequence of failure of assets.</u></p> <p><u>(refer to recommendation 02/2015)</u></p>
etc.				
<u>B. Resolved during current Review period</u>				
<u>Reference (no./year)</u>	<u>(Asset management effectiveness rating/ Asset Management System Component &amp; Criteria / details of the issue)</u>	<u>Auditors' Recommendation</u>	<u>Date Resolved</u>	<u>Further action required (Yes/No/Not Applicable) &amp; Details of further action required including current recommendation reference if applicable</u>
02/2013	<p><u>A3</u></p> <p><u>Asset Operations – assets are documented in the asset register.</u></p> <p><u>The condition assessment of transmission assets is not undertaken on a regular basis.</u></p>	<p><u>Update _____ the transmission assets structural condition on a regular basis.</u></p>	20/3/14	No
etc.				
<u>C. Unresolved at end of current Review period</u>				

Reference (no./year)	(Asset management effectiveness rating/ Asset Management System Component & Criteria / details of the issue)	Auditors' Recommendation	Further action required (Yes/No/Not Applicable) & Details of further action required
03/2013	<p><u>A4</u></p> <p>Contingency Planning – Plans are documented, understood and tested to confirm operability and cover higher risks.</p> <p>The contingency plan for loss of gas supply to the generation plant had not been tested for four years.</p>	<p>Test the contingency plan for loss of gas supply to the generation plant on a regular basis and at least every two years.</p>	<p>Yes - complete the actions addressing the recommendation.</p>

## 11.4 Performance summary Summary

As discussed in section 6, the purpose and scope of ~~operational~~ performance audits is different to those of an asset management system review. The performance summary of the audit ~~or~~ review report must report according to the ~~appropriate~~ relevant rating framework described in the following sections.

### ~~11.4.1 Operational/performance audit compliance summary~~

#### 11.4.1 Performance Audit Compliance Summary

The ~~operational~~ performance audit report must provide a table that summarises the compliance rating for each licence condition using the ~~7-point~~ two-dimensional rating scale described in Table ~~36~~.

**Table 3: Operational/performance compliance rating scale**

Compliance status	Rating	Description of compliance
COMPLIANT	5	Compliant with no further action required to maintain compliance
COMPLIANT	4	Compliant apart from minor or immaterial recommendations to improve the strength of internal controls to maintain compliance
COMPLIANT	3	Compliant with major or material recommendations to improve the strength of internal controls to maintain compliance
NON-COMPLIANT	2	Does not meet minimum requirements
SIGNIFICANTLY NON-COMPLIANT	1	Significant weaknesses and/or serious action required
NOT APPLICABLE	N/A	Determined that the compliance obligation does not apply to the licensee's business operations
NOT RATED	N/R	No relevant activity took place during the audit period, therefore it is not possible to assess compliance

[Each obligation must be rated for both the adequacy of existing controls and the compliance with the relevant licence obligation.](#)

The overall compliance rating applied to each licence condition or obligation is left to the judgement of the auditor. [However, the auditor is required to tabulate the risk ratings and the overall compliance and adequacy of controls rating for each licence condition in a format consistent with Table 6.](#) For guidance on the definition of minor, moderate and major impacts mentioned in Table 6 please refer to the consequence ratings in Table 15 of this [Guideline](#).

**Table 6: Audit compliance and controls rating scales**

Performance audit compliance and controls rating scales			
Adequacy of Controls Rating		Compliance Rating	
Rating	Description	Rating	Description
<u>A</u>	<a href="#">Strong controls in place</a>	<u>1</u>	<a href="#">Compliant</a>
<u>B</u>	<a href="#">Reasonable controls in place – some improvement needed</a>	<u>2</u>	<a href="#">Non-compliant – minor impact on customers or third parties</a>
<u>C</u>	<a href="#">Weak controls in place – significant improvement needed</a>	<u>3</u>	<a href="#">Non-compliant – moderate impact on customers or third parties</a>
<u>D</u>	<a href="#">No controls evident</a>	<u>4</u>	<a href="#">Non-compliant – major impact on customers or third parties</a>

[The overall compliance ratings applied to each licence condition or obligation is left to the judgement of the auditor.](#) [However, the auditor is required to tabulate the risk ratings and the overall compliance and adequacy of controls rating for each licence condition in a single table format consistent with Table 7.](#)

Table 4 provides an example of an operational/performance audit materiality is important to the auditor's assessment of the compliance summary table that must be used for each licence condition. ASAE 3000 states:

Materiality is considered in the context of quantitative and qualitative factors, such as relative magnitude, the nature and extent of the effect of these factors on the evaluation or measurement of the subject matter, and the interests of the intended users.

The primary objective of the audit is to provide the Authority with an independent assessment of a licensee's compliance with its licence conditions. The primary users of the audit reports are the licensee and the Authority.<sup>30</sup> The audit report must inform the licensee and the Authority of any contraventions of the licence during the audit period.

Consistent with the objective of the audit, any evidence that a licence condition has been contravened during the audit period should result in the auditor is required to replicate the licence condition as non-compliant. This includes the situation where the auditor needs to assess a large number of manual or electronic records to determine a licensee's compliance with a particular licence condition, and only a small number (including single occurrences) of contraventions are identified by the auditor.

There are also situations where a contravention of a licence condition results in consequential contraventions of related licence conditions. Auditors are advised to provide additional information to explain this table in order to facilitate comparison and benchmarking of audit outcomes to the reader.

Where the contravention of a licence condition was present for only a portion of the audit period, and the issue was resolved before the expiry of the audit period, the auditor should rate the licence condition as non-compliant. In this case, it is possible that the auditor will not provide a recommendation in the audit report if satisfied that the cause(s) of the contravention have been satisfactorily addressed. The audit report should disclose how the cause(s) of the contravention was resolved.

Table 7: An example of an operational/performance audit compliance summary

: Audit Obligation Ratings

Operating Licence Reference No. (Refer to Electricity or Gas Compliance Reporting Manual)	Operating Licence reference (CL-clause, Sub-schedule)	Compliance Reference (Minimum, Maximum, Audit Priority applied (rated 1 (Highest) to 5 (Lowest)))	Likelihood (A, B, C, D, E, F, G, H, I, J, K, L, M, N, O, P, Q, R, S, T, U, V, W, X, Y, Z)	Inherent Risk (High, Medium, Low)	Adequacy of existing controls (Best, Moderate, Weak) Rating (Refer to the 3-point rating scale in Table 5 for details)		Compliance Rating (Refer to the 3-point rating scale in Table 5 for details)		
					1	2	1	2	
SERVICE DELIVER			A	B	C	1	2	1	2
Y									

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<sup>30</sup> The Minister for Energy is also an indirect user as the Authority must provide a report on the audit to the Minister within two months of receipt of the audit report.

Water services in designated areas <sup>1</sup>	Cl.2(b), Seh-4Electricity Industry Customer Transfer Code Cl. 2.2(1)(a)	43	C	Low ✓	Strong				✓	✓		
Availability of connection of services <sup>2</sup>	Cl.12(b)Electricity Industry Customer Transfer Code Cl. 2.2(1)(b)	25	C	Medium	Strong		✓					
etc.												

The auditor may be required to include additional information in the observations section of the audit report (see section 11.5) that is considered relevant to the audit findings supports the ratings in the summary table.

The Authority expects auditors who have rated a compliance obligation as 4C, D, 2, 3 or 34 to also make recommendations to address the issue(s) that have resulted in that rating. Auditors may also, optionally, include recommendations to address opportunities for improvement (for items rated 4A, B or 51) in the audit report.

#### 11.4.2 Asset management review effectiveness summary Management Review Effectiveness Summary

The asset management review report must provide a table that summarises the auditor's assessment of both each of the 12 key asset management processes together with the effectiveness criteria for each key component (refer to Table 10), based on the rating scales in Table 8 (process and policy definition rating) and the Table 9 (performance rating for each key process in the licensee's asset management system using the scales described in Table 5 and Table 6-). It is left to the judgement of the auditor to determine the most appropriate rating for each asset management process and criteria.

The overall effectiveness rating for each asset management process is based on the combination of the process and policy adequacy rating and the performance rating.

**Table 8: Asset management process and policy definition adequacy ratings**

Rating	Description	Criteria
A	Adequately defined	<ul style="list-style-type: none"> <li>Processes and policies are documented.</li> <li>Processes and policies adequately document the required performance of the assets.</li> <li>Processes and policies are subject to regular reviews, and updated where necessary.</li> <li>The asset management information system(s) are adequate in relation to the assets that are being managed.</li> </ul>
B	Requires some improvement	<ul style="list-style-type: none"> <li>Process and policy documentation requires improvement.</li> <li>Processes and policies do not adequately document the required performance of the assets.</li> <li>Reviews of processes and policies are not conducted regularly enough.</li> <li>The asset management information system(s) require minor improvements (taking into consideration the assets that are being managed).</li> </ul>

<b>C</b>	Requires significant improvement	<ul style="list-style-type: none"> <li>Process and policy documentation is incomplete or requires significant improvement.</li> <li>Processes and policies do not document the required performance of the assets.</li> <li>Processes and policies are significantly out of date.</li> <li>The asset management information system(s) require significant improvements (taking into consideration the assets that are being managed).</li> </ul>
<b>D</b>	Inadequate	<ul style="list-style-type: none"> <li>Processes and policies are not documented.</li> <li>The asset management information system(s) is not fit for purpose (taking into consideration the assets that are being managed).</li> </ul>

**Table 9: Asset management performance ratings**

Rating	Description	Criteria
<b>1</b>	Performing effectively	<ul style="list-style-type: none"> <li>The performance of the process meets or exceeds the required levels of performance.</li> <li>Process effectiveness is regularly assessed, and corrective action taken where necessary.</li> </ul>
<b>2</b>	Opportunity for improvement	<ul style="list-style-type: none"> <li>The performance of the process requires some improvement to meet the required level.</li> <li>Process effectiveness reviews are not performed regularly enough.</li> <li>Process improvement opportunities are not actioned.</li> </ul>
<b>3</b>	Corrective action required	<ul style="list-style-type: none"> <li>The performance of the process requires significant improvement to meet the required level.</li> <li>Process effectiveness reviews are performed irregularly, or not at all.</li> <li>Process improvement opportunities are not actioned.</li> </ul>
<b>4</b>	Serious action required	<ul style="list-style-type: none"> <li>Process is not performed, or the performance is so poor that the process is considered to be ineffective.</li> </ul>

~~The overall effectiveness rating for an asset management process is based on a combination of the process and policy adequacy rating and the performance rating.~~

Table 7.10 provides an example of a template summary table that is to be used to report effectiveness in asset management review reports. The auditor is required to replicate this table in order to facilitate comparison and benchmarking of review outcomes.

**Table 10: An example of an asset management system effectiveness summary**

ASSET MANAGEMENT SYSTEM COMPONENT & EFFECTIVENESS CRITERIA (Refer Table 22)	Asset management process and policy definition adequacy rating	Asset management performance rating
Asset planning	B	3
Asset creation/acquisition	A	2
Asset disposal	C	4
Environmental analysis		

Asset operations			
Asset maintenance			
Asset Management Information System			
Risk/Asset management plan covers key requirements	B	1	
Contingency planning/Planning process and objectives reflect the needs of all stakeholders and is integrated with business planning	A	1	
Financial planning/Service levels are defined Non-asset options (eg demand management) are considered	C	2	
Capital expenditure planning			
Review of AMS/Lifecycle costs of owning and operating assets are assessed Funding options are evaluated	B	3	
etc.	etc.	etc.	

The auditor may include additional information in the ~~effectiveness assessment/observations~~ section of the audit report (see section 11.5) that ~~is considered relevant to~~ supports the review findings.

The Authority ~~expects/~~requires auditors who have rated:

- the adequacy of the process and policy definition process as C or D; or
- the asset management performance as 3 or 4,

to also make recommendations to address the issue(s) that have resulted in that rating.

Auditors may also include recommendations to address opportunities for process improvements (for items rated A, B, 1 or 2) in the review report.

## 11.5 Observations

The observations section of the audit/~~or~~ review report expands on the findings presented in the compliance summary (~~operational/~~performance audits) or effectiveness summary (asset management ~~system~~ reviews). The observations should be detailed enough to inform the Authority of the basis for the auditor arriving at the findings and recommendations contained in the report including:

- key findings of the audit ~~or review~~ fieldwork;
- sources of information used to assess compliance/~~or~~ effectiveness, ~~as appropriate;~~
- ~~tests undertaken/audit procedures performed (including, if applicable, details of sample procedures and the sample size used) to assess compliance/~~ or effectiveness;<sup>31</sup>

<sup>31</sup> If sampling has been used to assess the compliance of licence conditions during the audit, the auditor must provide the sample size in the observations in the audit report. Where sample procedures have been performed, the size of the sample for each relevant licence condition should be disclosed in the audit report. Licensees should be aware that the Authority reserves the right to request the auditor to undertake further audit procedures (including an increased level of sampling) should it consider the audit procedures

- ~~review~~ reviews of systems and/or procedures that were performed during the audit or review;
- interviews with relevant personnel, including licensee's staff ~~and~~ or external experts; and
- the overall level of compliance ~~or~~ effectiveness demonstrated by the licensee during the time period covered by the audit ~~or~~ review.

Licensees should be aware that, after its review the draft audit or review report, the Authority retains the right to request the auditor to perform further audit procedures (including an increased level of sampling) should this be deemed necessary by the Authority. This situation may arise when the Authority considers that the audit procedures undertaken by the auditor have not adequately examined the licensee's compliance with a particular licence obligation(s) or the effectiveness of a particular component(s) of the licensee's asset management system commensurate with the audit or review priority in the audit or review plan.

To facilitate cross-referencing, the use of a tabular format to present the observations and recommendations, along with linkages/references to the summary findings is preferred but other methods of presentation are also acceptable-required.

## 11.6 Recommendations

The auditor is required to provide detailed recommendations on the actions to be taken by the licensee to address non-compliance (~~operational/performance~~ audits) or process deficiencies (reviews).

The audit and review recommendations are required to be 'stand-alone'; the reader should be able to understand the findings that led to the recommendation without having to refer to other parts of the audit or review report. Auditors should also avoid the repetition of recommendations where possible, if a recommendation relates to multiple obligations or licence conditions, then it should be stated once in the report and then referenced elsewhere in the report. Recommendations addressing non-compliances or asset management system ~~reviews~~-process deficiencies should avoid terminology that makes implementing the recommendation optional.<sup>32</sup>

The Authority ~~prefers the presentation of the~~ requires recommendations to be presented in a tabular in-format consistent with each entry in the table including: Table 11 (audits) or Table 12 (reviews).

- ~~reference to the compliance obligation/asset management process that the recommendation relates to; and~~
- ~~the recommended action(s) to be taken to address the non-compliance or process deficiency.~~

~~Operational/performance~~

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performed to be inadequate. This may occur when the Authority considers that the original audit procedures did not adequately examine the Licensee's compliance with a particular licence obligation(s), or the effectiveness of a particular component(s) of its asset management system to a level that is commensurate with the audit priority in the audit plan.

<sup>32</sup> For these recommendations the auditor should avoid phrases such as 'the licensee should investigate...' or 'the licensee may consider...'

### 11.6.1 Table 11: Current audit

The non-compliances and recommendations must identify:

- the licence condition;
- the compliance rating;
- the issue(s) identified that have resulted in the nominated compliance rating; and
- the recommended action(s) to improve compliance to an acceptable level.

### 11.6.2 Asset management system review

The recommendations must identify:

- the asset management process;
- the effectiveness rating;
- the issue(s) identified that have resulted in the nominated effectiveness rating; and
- the recommended action(s) to improve the effectiveness of the asset management process to an acceptable level.

## 11.7 Changes to the licence

Where the auditor is of the opinion the existing licence conditions do not adequately address risks that are identified in the compliance summary, the report may recommend changes to the licence conditions. The recommendation should clearly identify the licence condition(s) affected and nominate alternative wording for an existing condition or nominate a new condition.

<u>Table of Current Audit Non Compliances/Recommendations</u>			
<u>A. Resolved during current Audit period</u>			
<u>Manual Ref.</u>	<u>Non Compliance (Legislative Obligation &amp; details of Non Compliance)</u>	<u>Date Resolved (&amp; management action taken)</u>	<u>Auditors' comments</u>
19	<u><a href="#">Electricity Industry Customer Transfer Code - Clause 3.9(4)</a> Licensee did not keep the customers verifiable consent for at least two years.</u>	<u><a href="#">20/3/14 – The Licensee has implemented a system change ensuring verifiable consents are kept for at least 2 years.</a></u>	<u><a href="#">No further action required.</a></u>
etc.			
<u>B. Unresolved at and of current Audit period</u>			
<u>Reference (no./year)</u>	<u>Non Compliance (Legislative Obligation &amp; details of Non Compliance)</u>	<u>Auditors' Recommendation</u>	<u>Management action taken by end of Audit period</u>
01/2015	<u><a href="#">Code of Conduct for the Supply of Electricity to Small Use Customers - Clause 2.4.</a></u>	<u><a href="#">A concise compliance guide /flowchart or procedure should be implemented to assist the</a></u>	<u><a href="#">Draft flowchart has been designed. Next step is to rollout the new process to the billing agents.</a></u>

	<p>It was noted that the billing agents are provided with letters of instructions by the licensee on customer requirements and obligations. It may be more effective to summarise requirements in a compliance guide and check compliance regularly. There were findings through the audit (e.g. due date for payment on bills) that showed that compliance is not yet achieved and better enforcement is required.</p>	<p>licensee and billing agents in fulfilling their obligations.</p>	
02/2015	<p><u>Code of Conduct for the Supply of Electricity to Small Use Customers - Clause 5.2(2).</u></p> <p>While management has implemented a system that confirms customer details before the credit card payment is processed, however, the protocol should be regularly updated to allow for credit card changes.</p>	<p>The protocol should be regularly updated to allow for credit card changes. This should be automated if possible.</p>	<p>The project to address this issue has been approved, but will not be implemented until 31/12/2015</p>

**Table 12: Table of Current Review Asset System Deficiencies/Recommendations**

<b>Table of Current Review Asset System Deficiencies/Recommendations</b>			
<b>A. Resolved during current Review period</b>			
<b>Ref.</b>	<b>Asset System Deficiency (Asset Management System Component &amp; Effectiveness Criteria &amp; details of Asset System Deficiency)</b>	<b>Date Resolved (&amp; management action taken)</b>	<b>Auditors comments</b>
1	<p>Asset Management Information System – Logical Security access controls appear adequate, such as passwords.</p> <p>For 6 months during the review period, the password system for the Asset Management Information System could be easily by-passed by any staff member.</p>	<p>20/3/14 – The Licensee has implemented a system change ensuring the integrity of password security of the IT system. Only relevant staff with unique passwords can now access the Asset Management Information System.</p>	<p>No further action required.</p>
etc.			
<b>B. Unresolved at end of current Review period</b>			

Reference (no./year)	Asset System Deficiency (Asset Management System Component & Effectiveness Criteria & details of Asset System Deficiency)	Auditors' Recommendation	Management action taken by end of Audit period
01/2015	<p>Asset Maintenance – maintenance Plans are documented and completed on schedule</p> <p>Preventative maintenance plans for some generation plant are not completed on schedule with some plans around 8 months late.</p>	<p>Focus on completing the outstanding preventative maintenance plans. Examine and address the reasons for the delay.</p>	<p>Reasons for the delay have been addressed.</p> <p>An extra maintenance staff member was employed during review period to focus on the preventative maintenance plans which are still outstanding at the end of the review period.</p>
02/2015	<p>Asset Planning – Likelihood and consequence of asset failure is predicted.</p> <p>Likelihood and consequence of asset failure should be predicted in the asset management plan for key infrastructure assets.</p> <p>While key assets have been assessed, the asset management plan does not require regular updates to be undertaken.</p>	<p>Amend the asset management plan to include a procedure for ongoing review of likelihood and consequence of failure of key assets.</p>	<p>The recommendation has not been addressed.</p>

Tables 11 and 12 provide breakdowns of the non-compliances and asset system deficiencies identified by the current audit and review respectively. Each table provides a breakdown of non-compliances/deficiencies that were resolved before the end of the current audit and review period and non-compliances/deficiencies outstanding at the end of the current audit and review period. The auditor is requested to reference the recommendations using the numbering convention described in Tables 11 and 12. This will be helpful in tracking non-compliances and asset system deficiencies over multiple audits and reviews.

#### 11.811.7 Approval of the audit/review report Report by the auditor/Auditor

The auditor is required to confirm their approval of the content of the audit/or review report by:

- including a statement to the effect that the audit/or review report is an accurate presentation of their findings and opinions;
- attaching the signature of a person authorised to make the above statement on behalf of the auditor;
- stating the date on which the above signature was attached to the report; and
- providing the address of and contact details for the auditor.

Alternatively, the above information may be provided in a dated covering letter bearing the auditor's signature that is attached to the audit/or review report.

## **11.8 Post-audit/Audit and Post-Review Implementation Plans**

### **11.9 The licensee must provide to the Authority a post-audit or post-review implementation plan**

~~as appropriate, with the audit or review report. The licensee must include a post-audit/ or post-review implementation plan can be either a separate document attached to the audit or review report, or incorporated into the report as an attachment.~~

~~It is the responsibility of the licensee to develop the post-audit or post-review implementation plan. If the post-audit or post-review implementation plan is included in the audit/review report for the Authority to approve. The post-audit/ or review report then it should be clearly stated that the plan does not form part of the audit findings. It is left to the discretion of the auditor and the licensee to determine whether this distinction can be best achieved by providing two separate documents, or by the auditor including a caveat in the final report stipulating that the plan does not form part of their opinion.~~

~~The post-audit or post-review implementation plan must identify for each of the auditor's recommendations (refer to section 11.6) made by the auditor.:~~

- ~~the action(s) to be taken~~the licensee proposes to take to address the auditor's recommendations;
- the position(s) or business function(s) in the licensee's organisation that will be responsible for undertaking the ~~nominated~~proposed action(s); and
- the date by which the ~~nominated~~proposed action(s) will be completed.

~~The post audit/review implementation plan can be either a separate document attached to the audit/review report or incorporated into the report as an appendix.~~

It is mandatory that the post-audit/ or post-review implementation plan ~~include~~includes actions to address ~~audit non-compliances (licence obligations that have been~~ rated ~~4~~C, D, 2, 3) or 4 or asset management process deficiencies (rated C, D, 3 or 4). It is left to the discretion of the licensee to determine whether to also include in the post-audit/ or post-review implementation plan actions to address recommendations made by the auditor that represent opportunities to improve licence compliance (rated ~~4A, B~~ or ~~5~~1) or asset management effectiveness (rated A, B, 1 or 2).

~~It is the responsibility of the licensee to develop the post-audit/review implementation plan. When submitting the plan to the Authority, it needs to be made clear that it does not form part of the final audit report. It is left to the discretion of the auditor and the licensee to determine whether this distinction is achieved by providing two separate documents, or by the auditor including a caveat in the final report stipulating that the plan does not form part of their opinion. The Authority will not commence the audit/ or review report approval process until both the report and the audit or review report and the related post-audit or post-review implementation plans have been received. The post-audit/ or post-review implementation plan have been received will be published on the Authority's website.~~

## ~~11.10~~ **11.9 Disagreement between the auditor and the licensee**

There may be circumstances where the auditor and licensee are not able to agree on either the ~~audit~~ or review findings, or the auditor's recommendations. Should this situation arise, the auditor and licensee are encouraged to take all reasonable steps to resolve the issue. If it is not possible for the auditor and licensee to reach a resolution, then the auditor is required to include details of the points of disagreement in the audit report. ~~This section~~ must identify:

- the auditor's original finding and ~~or~~ recommendation;
- the licensee's response to the auditor's finding and ~~or~~ recommendation; and
- if applicable, the amendment to the audit report requested by the licensee.

## ~~11.11~~ **11.10 Reporting to the Authority**

The ~~auditor or the licensee~~ ~~may elect~~ is encouraged to forward a draft audit or review report ~~for comment~~ to the Authority for comment prior to submitting the final report ~~to the Authority~~ for ~~its~~ approval. However, the Authority will not commence the approval process until it has received the final audit or review report and the related post-audit or post-review implementation plan (see section 11.8).

The auditor is responsible for producing the audit or review report ~~and providing the required copies of the report to the licensee~~. The final version of the report is to be submitted to the Authority for approval in ~~both~~ electronic ~~and printed formats as follows~~:

- ~~an electronic copy of the report format~~ in both Microsoft Word<sup>33</sup> and Adobe Acrobat format on a CD-ROM, ~~or transmitted by email; and~~
- ~~3 printed, bound copies of the report delivered to the Authority's postal address or delivered in person to Level 6, Governor Stirling Tower, 197 St Georges Terrace, Perth WA 6000. Auditors are required to ensure that at least 1 of the bound copies is bound in a way that enables it to be scanned into the Authority's electronic document management system, redacted before publication by the Authority.~~

## ~~11.12~~ **11.11 Repeat audit**

The Authority may require the licensee to repeat the audit or review using the same auditor, or an alternative auditor of the Authority's choosing, in the event that one or more of the following occur:

- the auditor has not conducted the audit or review in accordance with the approved audit plan, subject to reasonable variation ~~based on audit/review findings as described in section 10.2;~~

<sup>33</sup> The Word version of the document will be used solely for the purpose of extracting information for inclusion in documents prepared within the Authority and to prepare a version of the audit report in Adobe PDF format for publication on the Authority's website. ~~At no time will the~~ The Word document will not be circulated ~~to parties external to outside~~ the Authority.

- the audit team is changed during the course of the audit~~/or~~ review in a way that, in the view of the Authority, unacceptably compromises the conduct of the audit~~/or~~ review;
- the auditor has not observed its responsibility to the Authority by withholding relevant information in the audit or review report; or
- the audit~~/or~~ review report does not comply with the mandatory components of these guidelines~~Guidelines~~, or the report is deemed to be of an unacceptable quality by the Authority.

~~Reporting on~~The Authority will give the auditor an opportunity to resolve any issues with the audit~~/or~~ review before requiring the audit or review to be repeated.

## 12 Reporting by the Authority

When the Authority has approved the audit~~/or~~ review report, it will:

- provide a copy of the report to the relevant Minister ~~within 1 month of the receipt of the final report for water licences and Energy~~ within 2 months of the receipt of the final report ~~for electricity and gas licences~~; and
- subsequent to the report being provided to the Minister, the Authority will publish a copy of the audit~~/or~~ review report, and the related post-audit or post-review implementation plan on its website: [www.erawa.com.au](http://www.erawa.com.au)

## 13 Commercial confidentiality~~Confidentiality~~

In performing its licensing functions under the Industry Acts, the Authority has an obligation to promote transparent decision making ~~functions~~ and undertake public consultation. Consistent with these aims, the Authority will publish on its website each audit~~/and~~ review report received from a licensee.

Where, in the licensee's reasonable opinion, the audit~~/or~~ review report contains confidential or commercially sensitive information, the licensee should clearly identify the information that is claimed to be confidential or commercially sensitive. "Confidential or commercially sensitive information" is information of the type that would ordinarily be covered by the *Freedom of Information Act 1992* - Schedule 1, clause 4. That is, information such as trade secrets or sensitive commercial information that would cause detriment to the organisation if disclosed.

Licensees are encouraged to carefully review the basis on which they wish to claim information in the audit or review report is confidential or commercially sensitivity before submitting their claim to the Authority. A licensee must not make a blanket claim of confidentiality or commercial sensitivity in relation to an audit~~/or~~ review report, but clearly state identify the exact information ~~claimed~~ covered by the claim, along with information to be confidential and the reasons for substantiate the claim. Where, in the Authority's view, a claim is excessive or not justified~~substantiated~~, the Authority may request the licensee to review the claim. ~~Accordingly, licensees are encouraged to carefully review any~~ amend their claim of confidentiality or commercial sensitivity before submitting it to the Authority.

## 14 Amendments

The Authority may amend or revoke these ~~guidelines~~Guidelines.

Any significant amendments will be made available to licensees and interested parties for comment prior to their release by the Authority.

## Appendix 1 – Relevant Relationships for Assessing Auditor Independence

Section 324CH of the *Corporations Act 2001 (Cth)* ([Corporations Act](#)) describes a number of relevant relationships that need to be considered by auditors for the purposes of determining whether a conflict of interest situation may exist in respect of the proposed audit/review of the licensee. These relationships are reproduced in this Appendix to clarify the extent to which the Authority requires auditors to examine the potential for a conflict of interest situation in respect of the audit/review.

**Table 13: Relevant relationships applicable to assessing auditor independence**

Relevant Relationships
<b>The following relationships apply to a person (or, if applicable, an audit company) at a particular time that the person (or audit company):</b>
Is an officer of the licensee
Is an audit-critical employee of the licensee
Is a partner of: <ul style="list-style-type: none"> <li>• an officer of the licensee; or</li> <li>• an audit-critical employee of the licensee.</li> </ul>
Is an employer of: <ul style="list-style-type: none"> <li>• an officer of the licensee; or</li> <li>• an audit-critical employee of the licensee.</li> </ul>
is an employee of: <ul style="list-style-type: none"> <li>• an officer of the licensee; or</li> <li>• an audit-critical employee of the licensee.</li> </ul>
Is a partner or employee of an employee of: <ul style="list-style-type: none"> <li>• an officer of the licensee; or</li> <li>• an audit-critical employee of the licensee.</li> </ul>
Provides remuneration to: <ul style="list-style-type: none"> <li>• an officer of the licensee;</li> <li>• an audit-critical employee of the licensee,</li> </ul> for acting as a consultant to the person.
Was an officer of the licensee at any time during: <ul style="list-style-type: none"> <li>• the period to which the audit/review relates; or</li> <li>• the 12 months immediately preceding the beginning of the period to which the audit/review relates; or</li> <li>• the period during which the audit/review is being conducted or the audit/review report is being prepared.</li> </ul>
Was an audit-critical employee of the licensee at any time during:

<ul style="list-style-type: none"> <li>the period to which the audit/review relates; or</li> <li>the 12 months immediately preceding the beginning of the period to which the audit/review relates; or</li> <li>the period during which the audit/review is being conducted or the audit/review report is being prepared.</li> </ul>
Has an asset that is an investment in the licensee.
Has an asset that is a beneficial interest in an investment in the licensee and has control over that asset.
Has an asset that is a beneficial interest in an investment in the licensee that is a material interest.
Has an asset that is a material investment in an entity that has a controlling interest in the licensee.
Has an asset that is a material beneficial interest in an investment in an entity that has a controlling interest in the licensee.
<p>Owes an amount to:</p> <ul style="list-style-type: none"> <li>the licensee; or</li> <li>a related entity; or</li> <li>an entity that the licensee controls.</li> </ul>
<p>Is owed an amount by:</p> <ul style="list-style-type: none"> <li>the licensee; or</li> <li>a related entity; or</li> <li>an entity that the licensee controls.</li> </ul>
<p>Is liable under a guarantee of a loan made to:</p> <ul style="list-style-type: none"> <li>the licensee; or</li> <li>a related entity; or</li> <li>an entity that the licensee controls.</li> </ul>
<p>Is entitled to the benefit of a guarantee given by:</p> <ul style="list-style-type: none"> <li>the licensee; or</li> <li>a related entity; or</li> <li>an entity that the licensee controls.</li> </ul>

Notes to [Table 8-Table 13](#):

1. An officer is a person who is:

- a partner in a partnership; or
- an office holder in an unincorporated association; or
- a person who:
  - makes, or participates in making, decisions that affect the whole, or a substantial part, of the business of the entity; or
  - who has the capacity to affect significantly the licensee's financial standing.

2. An entity can be any of the following:

- a body corporate;
- a partnership;
- an unincorporated body;
- an individual;
- for a trust that has only 1 trustee--the trustee; or
- for a trust that has more than 1 trustee--the trustees together.

3. Audit company means:

- an individual auditor; or
- a service company or trust acting for, or on behalf of, an individual auditor, or another entity serving a similar function; or
- a body corporate; or
- a partnership; or
- an unincorporated body.

4. Where the person referred to in ~~Table 8~~ [Table 13](#) is a member of the audit team then the personal relationship tests should be applied to that person and their immediate family members, which includes:

- the person's spouse, *de facto* or partner; or
- a person who is wholly or partially dependent on the person; ~~or~~
  - ~~the person's parents (including parents-in-law); or~~
  - ~~a child who is not a dependent; or~~
  - ~~a sibling.~~

5. An audit-critical employee is a person who is in a position to exert influence over the matters being audited or the conduct of the audit.

[6. Table 13 and the attached notes are a summary of the requirements of section 324CH of the Corporations Act 2001 only. Auditors and licensees should refer to both the Corporations Act and relevant professional standards when assessing the independence of auditors.](#)

## Appendix 2 – Risk based approach Based Approach to audits Audits and reviews Reviews

### Assessing risk Risk

The first stage of an audit or review is to conduct a preliminary assessment of the risks of non-compliance with the licence conditions or ineffective management of assets respectively in order to identify higher risk areas for testing procedures and focus the audit/review accordingly.

The preliminary risk assessment is to be documented in the audit plan, which is then presented to the Authority and the licensee for approval prior to the fieldwork commencing. The risk assessment should be reviewed during the fieldwork phase of the audit/review and may need to be updated in accordance with the audit/review findings.

The risk assessment approach to the conduct of audits and reviews is based on the Australian/New Zealand Standard AS/NZS 31000:2009 Risk Management as shown in Diagram 1.

Diagram 1 – Risk management approach



The main elements of the risk assessment process relevant to an audit/review are described below.

### Establish the context Context

The context is:

- the business objectives of the licensee;
- organisational culture, structure, roles and accountabilities;
- the relevant legal and regulatory environment that applies to the particular industry;
- industry codes;
- the licence conditions;
- the Authority's regulatory functions and objectives; and
- for reviews, effective asset management practices.

## Identify risks

For audits, [review/examine](#) the licence conditions and identify the risks that may affect compliance with these conditions. Consider where, when, why and how events could prevent, degrade or delay compliance with the licence obligations.

For reviews, [review/examine](#) the asset management processes and identify the risks that may adversely impact on the process and result in ineffective asset management [processes](#).

The following steps in the risk evaluation process are common to audits and reviews. It is left to the auditor to apply the principles to the audit/review based on their knowledge of the licensee's business<sup>34</sup> and the relevant regulatory framework. For the purposes of illustration the remainder of this appendix focuses on audits, but the processes leading to the calculation of audit priorities can be equally applied to determining the audit priority for asset management processes in a review.

Licences are granted by the Authority subject to conditions intended to promote the objectives of the legislation governing the Authority. The conditions relevant to the licensing of service providers have been used to frame the types of risk as shown in Table 14.

**Table 14: Types of compliance risk**

Type of Risk	Examples
Non-compliance with supply quality and reliability	Public health and safety issues, Delays in new connections, excessive supply interruptions, supply quality standards not fit-for-purpose met.
Non-compliance with supply reliability	Delays in new connections, disruptions to supplies, insufficient supplies.
Non-compliance with consumer protection	Customer service levels not met, higher prices charged, incorrect bills, disconnection and reconnection standards not met, customers unable to access financial hardship assistance.
Non-compliance with legislation/licence	Breach of industry Acts and regulations, other and codes, contravention of licence conditions not met, e.g. performance reporting to the Authority.

## Analyse risks

A [One](#) approach to analysing the compliance risks involves a two-stage process:

- 1) Identify the consequences and likelihood of the inherent risks to give an overall inherent risk rating.
- 2) Identify and assess the strength of the existing internal controls that mitigate the inherent risks.

These steps are explained in more detail below.

<sup>34</sup> It is anticipated that the auditor will develop their knowledge of the licensee's business in consultation with the licensee.



					<a href="#">Compliance framework not fit for purpose, requires significant improvement.</a>
--	--	--	--	--	---

The next step towards assessing inherent risk is to determine the likelihood of the risk occurring. This likelihood is assessed using the 3-point rating scale described in [Table 16](#).

**Table 16: Likelihood ratings**

	Level	Criteria
A	Likely	Non-compliance is expected to occur at least once or twice a year
B	Probable	Non-compliance is expected to occur once every three years
C	Unlikely	Non-compliance is expected to occur once every 10 years or longer

The combination of consequence rating and likelihood rating is used to arrive at an overall inherent risk rating using a 3-point rating scale, which is quantified in [Table 12](#). [Table 17](#).

**Table 17: Inherent risk rating**

Likelihood	Consequence		
	1. Minor	2. Moderate	3. Major
A. Likely	Medium	High	High
B. Probable	Low	Medium	High
C. Unlikely	Low	Medium	High

The 3 inherent risk ratings, low, medium and high, are described in Table 18.

**Table 18: Description of inherent risk ratings**

Level	Description
High	Likely to cause major damage, disruption or breach of licence obligations
Medium	Unlikely to cause major damage but may threaten the efficiency and effectiveness of service
Low	Unlikely to occur and consequences are relatively minor

**2. Identify and assess the strength of the existing internal controls that mitigate the inherent risks**

Once the inherent risks have been identified and classified, it is important to assess the strength of the existing internal controls that mitigate each inherent risk. Licensees who have recognised risk events that carry a high inherent risk and ~~put in place~~ implemented appropriate controls to mitigate these risks carry a lower risk of the event being realised than licensees that have not. There are a number of internal control components that need to be examined to assess the licensee’s ability to manage its risks. Internal control,<sup>35</sup> as it applies to a licensee, consists of the following components:

- Control environment (corporate ~~culture, corporate~~ governance, organisation structure, assignment of authority and responsibility, documentation of policies and procedures, human resource practices, records management, etc~~);~~);
- Licensee’s risk assessment process~~;~~;
- Information systems, including ~~management and regulatory reporting and~~ the related business processes relevant to the licence conditions~~;~~;
- Control activities (authorisation, segregation of duties, physical controls and security, ~~IT controls~~ etc~~);~~); and
- Monitoring of controls (management review, internal audit, other audits, ~~etc~~); ~~veracity of management information~~ etc).

The adequacy of controls is assessed using the 3-point rating scale described in ~~Table 44~~ Table 19.

<sup>35</sup> Auditing and Assurance Standard ~~AUS 402 February 2004~~ ASA 315 June 2011, Auditing and Assurance Standards Board.

Table 19: Preliminary Adequacy ratings for existing controls

Level	Description
Strong	Strong controls that are sufficient to mitigate the identified risks to an appropriate level
Moderate	Moderate controls that only cover significant risks; improvement possible
Weak	Controls are weak or non-existent and have minimal impact on the risks

A preliminary assessment of controls is usually made during the planning stage of the audit. The risk assessment is revised during the audit as evidence is gathered on the effectiveness of the controls in place, with the updated assessment forming part of the final audit report.

## Evaluate risks

The next stage in the audit planning process is to evaluate the depth of audit priorities for each of the licence conditions based on the combined rating for inherent risk and control adequacy. Table 20 identifies a 5-level audit priority scale to inform the audit testing process.

Table 20: Assessment of audit priority

		Preliminary Adequacy of existing controls		
		Weak	Moderate	Strong
Inherent Risk	High	Audit priority 1	Audit priority 2	
	Medium	Audit priority 3	Audit priority 4	
	Low	Audit priority 5		

The assessment of audit priority is used to determine the audit objectives, the nature of the audit testing and the nature and extent of the audit testing procedures required.

It is left to the professional judgement of the auditor to determine the testing requirements for each of the licence conditions. However, it is anticipated an Audit Priority 1 is a 'high risk' area and would usually require extensive controls and/or substantive testing procedures to provide adequate assurance that no major breaches of the relevant licence obligation had occurred during the audit period. Conversely, an Audit Priority 5 is a 'low risk' area and would only require confirmation by discussion and desktop review of documented procedures to confirm that adequate controls exist to ensure compliance with the licence obligation.

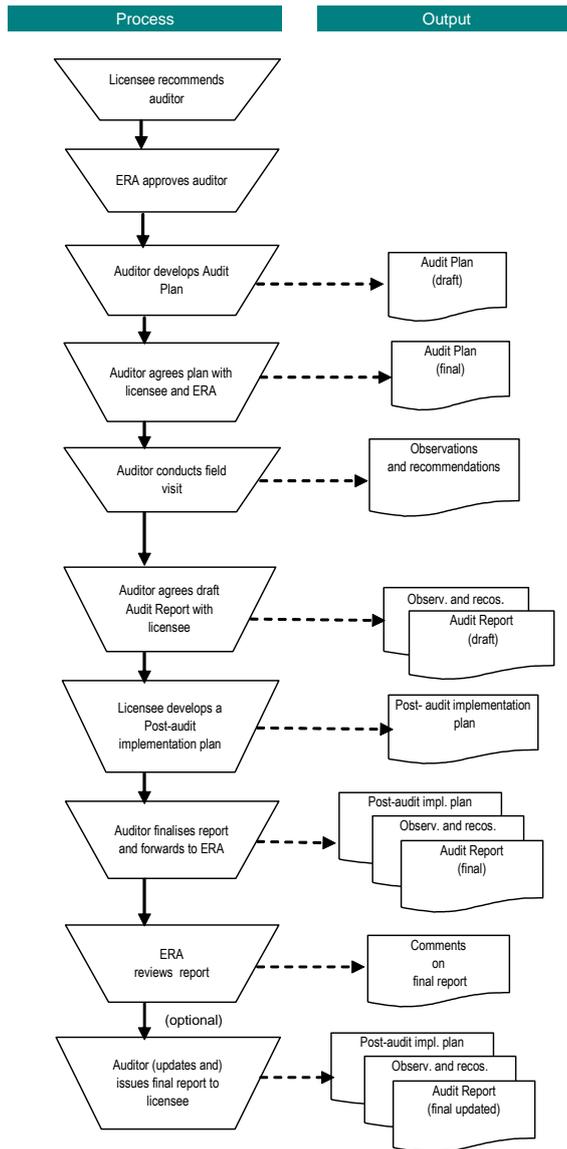
## Treat risks

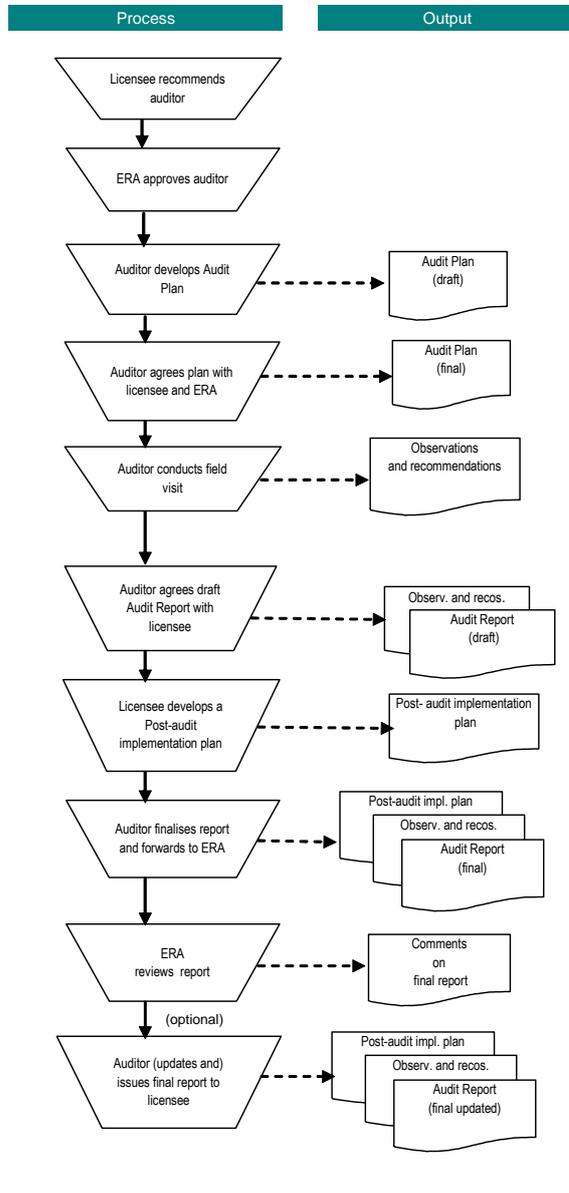
The auditor will assess compliance with the licence obligations and recommend any corrective action or improvements required to minimise risk. The auditor is expected to include recommendations in the audit report to address each risk item that requires corrective action or improvement.

In extreme cases where significant risk issues are identified the Authority may seek a direct response from the management and/or Board of the licensee.

## Appendix 3 – Process flowchart for performance/operational audits and asset

## management system reviews Flowchart for Audits and Reviews





## Appendix 4 – A Guide to the AMS Asset Management System Effectiveness Framework

An asset management system comprises the processes and plans needed to ensure the physical assets continue to provide a specified level of service in a cost-effective manner throughout their useful life.

Assets should only exist to support service delivery objectives. When a service is in the planning stage it is necessary to identify the assets that are needed to meet a specified level of service. The extended life of assets involved in the delivery of electricity, gas and water services requires the decisions involving asset acquisition to take account of the full operating costs over the asset's design life. It is therefore essential to consider the asset life-cycle.

### Asset life-cycle Life-Cycle

The fact that assets have a life-cycle distinguishes them from other program resource inputs. The six phases of the asset life-cycle, which are described in Table 21 below, provide a structure to incorporate the entity's asset requirements into its broader strategic and corporate planning documentation.<sup>36</sup>

The life-cycle of an asset or group of assets has ~~three~~<sup>six</sup> distinct phases – planning, capital budgeting, acquisition, operation, accounting, management and disposal.

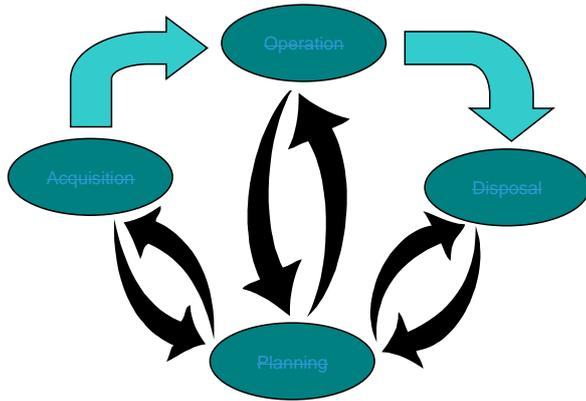
Typically, those responsible for planning, capital budgeting and acquisition decisions in an organisation differ from those responsible for operating, managing and maintaining accounting for the assets, and these groups often differ from those responsible for their or asset disposal. Problems may arise as a consequence of this fragmentation of management responsibilities for the assets over the asset life-cycle.

~~A fourth phase, planning, is a continuous process where the information outputs from each phase are used as an input to planning. The four phases are shown in Diagram 1.~~

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<sup>36</sup> Source: Better Practice Guide on the Strategic and Operational Management of Assets by Public Sector Entities – September 2010 (Australian National Audit Office).

Diagram 1 – Asset Life Cycle



Source: Better Practice Guide – Asset Management Handbook June 1996, Australian National Audit Office

## Asset management system key processes

**Table 21: Asset life cycle**

Activity	Supporting documentation
<b>Planning</b>	An asset management strategy is an integral element of an entity's corporate planning and is based upon life-cycle methodologies. Assets usually exist only to support the entity's program delivery.
<b>Capital Budgeting</b>	A capital management plan consolidates the initiatives, objectives and strategies underlying the current and future management of an entity's asset base. It sets out a projected long-term outlook and details the asset budget funding strategies for asset acquisitions as well as projected financial impacts on the entity's financial reports.
<b>Acquisition</b>	As an element of an asset management strategy, the acquisition plan sets out a rationale for the acquisition or replacement of assets and feeds into the capital management plan.
<b>Accounting</b>	A comprehensive asset management policies and procedures guide is important in identifying requirements for compliance with relevant legislation and accounting standards. An effective risk-based internal control structure will ensure that assets are safeguarded against loss, damage or misappropriation.
<b>Management</b>	Asset management is integrated into the organisational planning and strategic outlook. Asset performance indicators are applied to the non-financial asset base to establish the condition of an asset and the necessary level and frequency of maintenance. Required standards reflect the quality levels required for optimum asset efficiency and management.
<b>Disposal</b>	A disposal plan establishes the rationale for, and timing of, asset disposals, and considers the optimal strategy for disposal.

## Asset Management System Key Processes

The key processes in the asset management life-cycle are:

- 3)1) Asset planning (including development and maintenance of an asset management plan);
- 4)2) Asset creation and acquisition;
- 5)3) Asset disposal;
- 6)4) Environmental analysis (all external factors that affect the system);
- 7)5) Asset operations;
- 8)6) Asset maintenance;
- 9)7) Asset management information system;
- 10)8) Risk management;
- 11)9) Contingency planning;
- 12)10) Financial planning;
- 13)11) Capital expenditure planning; and
- 14)12) Review of AMS.

Table 22 examines each of these asset management processes in more detail and provides auditors and licensees with guidance on each process with regard to the desirable outcomes, effectiveness criteria and an approach to reviewing the effectiveness. The suggested review approach is intended to provide an example only and the auditor should, based on their professional judgement, adapt the approach to each review.

**Table 22: Asset management system key processes and effectiveness criteria**

Key process	Outcome	Effectiveness criteria	Example of review approach
<p><b>1. Asset planning</b></p> <p>Asset planning strategies are focused on meeting customer needs in the most effective and efficient manner (delivering the right service at the right price).</p>	<p>Integration of asset strategies into operational or business plans will establish a framework for existing and new assets to be effectively utilised and their service potential optimised.</p>	<ul style="list-style-type: none"> <li>▪ <a href="#">Asset management plan covers key requirements</a></li> <li>▪ Planning process and objectives reflect the needs of all stakeholders and is integrated with business planning</li> <li>▪ Service levels are defined</li> <li>▪ Non-asset options (e.g. demand management) are considered</li> <li>▪ Lifecycle costs of owning and operating assets are assessed</li> <li>▪ Funding options are evaluated</li> <li>▪ Costs are justified and cost drivers identified</li> <li>▪ Likelihood and consequences of asset failure are predicted</li> <li>▪ Plans are regularly reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess the adequacy of the asset planning process</li> <li>▪ Assess the adequacy of the asset management plan</li> <li>▪ Assess whether the asset management plan is up-to-date and implemented in practice</li> <li>▪ Assess whether the plan clearly assigns responsibilities and whether these have been applied in practice</li> </ul>
<p><b>2. Asset creation and acquisition</b></p> <p>Asset creation/acquisition means the provision or improvement of an asset where the outlay can be expected to provide benefits beyond the year of outlay.</p>	<p>A more economic, efficient and cost-effective asset acquisition framework which will reduce demand for new assets, lower service costs and improve service delivery.</p>	<ul style="list-style-type: none"> <li>▪ Full project evaluations are undertaken for new assets, including comparative assessment of non-asset solutions</li> <li>▪ Evaluations include all life-cycle costs</li> <li>▪ Projects reflect sound engineering and business decisions</li> <li>▪ Commissioning tests are documented and completed</li> <li>▪ Ongoing legal/environmental/safety obligations of the asset owner are assigned and understood</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess the adequacy of policies and procedures covering the creation and acquisition of assets</li> <li>▪ Select a sample of creations/ acquisitions over the review period and confirm that adequate procedures have been followed and actual costs are as predicted</li> </ul>
<p><b>3. Asset disposal</b></p> <p>Effective asset disposal frameworks incorporate consideration of alternatives for the disposal of surplus, obsolete, under-performing or unserviceable assets. Alternatives are evaluated in cost-benefit terms.</p>	<p>Effective management of the disposal process will minimise holdings of surplus and under-performing assets and will lower service costs.</p>	<ul style="list-style-type: none"> <li>▪ Under-utilised and under-performing assets are identified as part of a regular systematic review process</li> <li>▪ The reasons for under-utilisation or poor performance are critically examined and corrective action or disposal undertaken</li> <li>▪ Disposal alternatives are evaluated</li> <li>▪ There is a replacement strategy for assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess the adequacy of policies and procedures covering the identification of under-performing assets, disposal of assets and replacement strategy</li> <li>▪ Determine whether a regular review of the usefulness of assets is performed</li> <li>▪ Select a sample of disposals over the review period and confirm that adequate procedures have been followed</li> </ul>

Key process	Outcome	Effectiveness criteria	Example of review approach
<p><b>4. Environmental analysis</b> Environmental analysis examines the asset system environment and assesses all external factors affecting the asset system.</p>	The asset management system regularly assesses external opportunities and threats and takes corrective action to maintain performance requirements.	<ul style="list-style-type: none"> <li>▪ Opportunities and threats in the system environment are assessed</li> <li>▪ Performance standards (availability of service, capacity, continuity, emergency response, etc) are measured and achieved</li> <li>▪ Compliance with statutory and regulatory requirements</li> <li>▪ Achievement of customer service levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review achievement of performance and service standards over the audit period</li> <li>▪ Investigate any breaches and assess corrective action taken</li> <li>▪ Review the adequacy of reporting and monitoring tools</li> </ul>
<p><b>5. Asset operations</b> Operations functions relate to the day-to-day running of assets and directly affect service levels and costs.</p>	Operations plans adequately document the processes and knowledge of staff in the operation of assets so that service levels can be consistently achieved.	<ul style="list-style-type: none"> <li>▪ Operational policies and procedures are documented and linked to service levels required</li> <li>▪ Risk management is applied to prioritise operations tasks</li> <li>▪ Assets are documented in an Asset Register including asset type, location, material, plans of components, an assessment of assets' physical/structural condition and accounting data</li> <li>▪ Operational costs are measured and monitored</li> <li>▪ Staff <a href="#">resources are adequate and staff</a> receive training commensurate with their responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess the adequacy of policies and procedures covering operations functions</li> <li>▪ Assess the adequacy of staff resourcing and training</li> <li>▪ Confirm the policies and procedures have been followed during the review period by <a href="#">testing procedures</a> of asset register, observation of operational procedures, analysis of costs, etc</li> <li>▪ Assess the significance of exceptions identified and whether adequate corrective action has been taken</li> </ul>
<p><b>6. Asset maintenance</b> Maintenance functions relate to the upkeep of assets and directly affect service levels and costs.</p>	Maintenance plans cover the scheduling and resourcing of the maintenance tasks so that work can be done on time and on cost.	<ul style="list-style-type: none"> <li>▪ Maintenance policies and procedures are documented and linked to service levels required</li> <li>▪ Regular inspections are undertaken of asset performance and condition</li> <li>▪ Maintenance plans (emergency, corrective and preventative) are documented and completed on schedule</li> <li>▪ Failures are analysed and operational/maintenance plans adjusted where necessary</li> <li>▪ Risk management is applied to prioritise maintenance tasks</li> <li>▪ Maintenance costs are measured and monitored</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess the adequacy of policies and procedures covering maintenance functions</li> <li>▪ Confirm the policies and procedures have been followed during the review period by <a href="#">testing procedures</a> of maintenance schedules,   analysis of costs, etc</li> <li>▪ Assess the significance of exceptions identified and whether adequate corrective action has been taken</li> </ul>

Key process	Outcome	Effectiveness criteria	Example of review approach
<p><b>7. Asset Management Information System (MIS)</b> An asset management information system is a combination of processes, data and software that support the asset management functions.</p>	<p>The asset management information system provides authorised, complete and accurate information for the day-to-date running of the asset management system. The focus of the review is the accuracy of performance information used by the licensee to monitor and report on service standards.</p>	<ul style="list-style-type: none"> <li>▪ Adequate system documentation for users and IT operators</li> <li>▪ Input controls include appropriate verification and validation of data entered into the system</li> <li>▪ Logical security access controls appear adequate, such as passwords</li> <li>▪ Physical security access controls appear adequate</li> <li>▪ Data backup procedures appear adequate <a href="#">and backups are tested</a></li> <li>▪ Key computations related to licensee performance reporting are materially accurate</li> <li>▪ Management reports appear adequate for the licensee to monitor licence obligations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assess the adequacy of policies and procedures covering the general control and security of the computer systems used to provide management information on service standards/licence obligations</li> <li>▪ Confirm that management reports on service standards/licence obligations are being reviewed and significant exceptions to service standards are promptly followed up and actioned</li> </ul>
<p><b>8. Risk management</b> Risk management involves the identification of risks and their management within an acceptable level of risk.</p>	<p>An effective risk management framework is applied to manage risks related to the maintenance of service standards</p>	<ul style="list-style-type: none"> <li>▪ Risk management policies and procedures exist and are being applied to minimise internal and external risks associated with the asset management system</li> <li>▪ Risks are documented in a risk register and treatment plans are actioned and monitored</li> <li>▪ The probability and consequences of asset failure are regularly assessed</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Assess whether significant risks have been identified</a></li> <li>▪ Assess the adequacy of policies and procedures covering risk management and contingency planning</li> <li>▪ Assess whether the risk management policies and procedures have been applied in practice</li> <li>▪ Assess the adequacy of staff understanding and training on risk management</li> </ul>
<p><b>9. Contingency planning</b> Contingency plans document the steps to deal with the unexpected failure of an asset.</p>	<p>Contingency plans have been developed and tested to minimise any significant disruptions to service standards.</p>	<ul style="list-style-type: none"> <li>▪ Contingency plans are documented, understood and tested to confirm their operability and to cover higher risks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Determine whether contingency plans have been developed and are current</li> <li>▪ Determine whether contingency plans have been tested. If so, review the results to confirm that</li> </ul>

Key process	Outcome	Effectiveness criteria	Example of review approach
			any improvements identified have been actioned.
<p><b>10. Financial planning</b></p> <p>The financial planning component of the asset management plan brings together the financial elements of the service delivery to ensure its financial viability over the long term.</p>	<p>A financial plan that is reliable and provides for the long-term financial viability of the services.</p>	<ul style="list-style-type: none"> <li>▪ The financial plan states the financial objectives and strategies and actions to achieve the objectives</li> <li>▪ The financial plan identifies the source of funds for capital expenditure and recurrent costs</li> <li>▪ The financial plan provides projections of operating statements (profit and loss) and statement of financial position (balance sheets)</li> <li>▪ The financial plan provide firm predictions on income for the next five years and reasonable indicative predictions beyond this period</li> <li>▪ The financial plan provides for the operations and maintenance, administration and capital expenditure requirements of the services</li> <li>▪ Significant variances in actual/budget income and expenses are identified and corrective action taken where necessary</li> </ul>	<ul style="list-style-type: none"> <li>▪ Obtain an understanding of the financial planning, budgeting and reporting process and assess its effectiveness</li> <li>▪ Obtain a copy of the current financial plan (including budget/actual) and assess whether the process is being followed</li> </ul>
<p><b>11. Capital expenditure planning</b></p> <p>The capital expenditure plan provides a schedule of new works, rehabilitation and replacement works, together with estimated annual expenditure on each over the next five or more years.</p> <p>Since capital investments tend to be large and lumpy, projections would normally be expected to cover at least 10 years,</p>	<p>A capital expenditure plan that provides reliable forward estimates of capital expenditure and asset disposal income, supported by documentation of the reasons for the decisions and evaluation of alternatives and options.</p>	<ul style="list-style-type: none"> <li>▪ There is a capital expenditure plan that covers issues to be addressed, actions proposed, responsibilities and dates</li> <li>▪ The plan provides reasons for capital expenditure and timing of expenditure</li> <li>▪ The capital expenditure plan is consistent with the asset life and condition identified in the asset management plan</li> <li>▪ There is an adequate process to ensure that the capital expenditure plan is regularly updated and actioned</li> </ul>	<ul style="list-style-type: none"> <li>▪ Obtain an understanding of the capital expenditure planning process and assess its effectiveness</li> <li>▪ Obtain a copy of the capital expenditure plan for the current year and assess whether the process is being followed</li> </ul>

Key process	Outcome	Effectiveness criteria	Example of review approach
preferably longer. Projections over the next five years would usually be based on firm estimates.			
<p><b>12. Review of AMS</b></p> <p>The asset management system is regularly reviewed and updated.</p>	<p>Review of the Asset Management System to ensure the effectiveness of the integration of its components and their currency.</p>	<ul style="list-style-type: none"> <li>▪ A review process is in place to ensure that the asset management plan and the asset management system described therein are kept current</li> <li>▪ Independent reviews (eg internal audit) are performed of the asset management system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Determine when the asset management plan was last updated and assess whether any significant changes have occurred</li> <li>▪ Determine whether any independent reviews have been performed. If so, review results and action taken</li> <li>▪ Consider the need to update the asset management plan based on the results of this review</li> <li>▪ Determine when the AMS was last reviewed.</li> </ul>

## Appendix 5 – Audit and Review Process Summary Template

Please note the purpose of the template is to summarise the audit and review processes that are required to be undertaken by the licensee, the auditor and the Authority. The reader is referred to the relevant sections of the Audit Guidelines for more information.

**Table 23: Audit and Review processes template**

Process no.	Summary of Process/Task	Who is responsible?	When should this be done?	Section in Guidelines	Summary of documents to be lodged with Authority
<u>A.</u>	<u>Prior to audit and/or review process commencing</u>				
<u>1)</u>	<u>Audit and/or Review Reminder letter sent to the licensee.</u>	<u>Authority's Secretariat provides this service to licensees on a voluntary basis.</u>	<u>Approximately six months before the final audit or review report is due to be provided to the Authority.</u>	<u>7.1</u>	<u>N/A</u>
<u>2)</u>	<u>Licensee may be advised of specific areas of focus in the audit and/or review.</u>	<u>Secretariat</u>	<u>If required, the audit/review reminder letter (see 1 above) will detail any areas of focus.</u>	<u>7.1</u>	<u>N/A</u>
<u>3)</u>	<u>Process is initiated to engage potential auditors to undertake the audits and/or review.</u>	<u>Licensee</u>	<u>At the discretion of the Licensee, however, normally commences when the licensee receives the</u>	<u>8</u>	<u>N/A</u>

Process no.	Summary of Process/Task	Who is responsible?	When should this be done?	Section in Guidelines	Summary of documents to be lodged with Authority
			audit/review reminder letter from the Authority.		
<b>B.</b>	<b>Auditor Nomination</b>				
4)	The preferred auditor is selected.	Licensee	At the discretion of the Licensee, however, normally not less than three months before the final audit or review report is due to be provided to the Authority.	8	N/A
5)	Licensee nominates preferred auditor to the Authority for its approval by forwarding the required documents with a request for approval.	Licensee	At the discretion of the Licensee, however, normally not less than three months before the final audit or review report is due to be provided to the Authority.	8	<input type="checkbox"/> Licensee's formal Request to approve auditor <input type="checkbox"/> Business Profile for audit company <input type="checkbox"/> CV's for each audit team member <input type="checkbox"/> Work program & audit timeline <input type="checkbox"/> Declaration of auditor independence
6)	Auditor nomination documents are reviewed for completeness and adequacy and any amendments are identified and communicated to the Licensee.	Secretariat	Upon receipt	N/A	N/A
7)	Amended auditor nomination documents are forwarded to the Authority.	Licensee	As soon as possible.	8	Refer to item 5.

Process no.	Summary of Process/Task	Who is responsible?	When should this be done?	Section in Guidelines	Summary of documents to be lodged with Authority
8)	<u>Nominated auditor is approved or rejected by the Authority and communicated to the Licensee in writing. Should Licensee need to nominate another auditor refer to item 5.</u>	<u>Authority</u>	<u>Aim to have Authority's decision communicated within 10 business days of receipt of auditor nomination.</u>	8	N/A
<b>C.</b>	<b><u>Audit and Review Plan</u></b>				
9)	<u>Auditor prepares draft audit and/or review plan. Licensee (or auditor, if consent given by licensee) provides the draft audit and/or review plan to the Secretariat.</u>	<u>Licensee</u>	<u>At the discretion of the Licensee, however, normally two to three months before the final audit or review report is due to be provided to the Authority</u>	9	<u>Draft audit /review plan must include:</u> <ul style="list-style-type: none"> <li><input type="checkbox"/> <u>Consideration of ASAE 3000 requirements for assurance engagement plans</u></li> <li><input type="checkbox"/> <u>Audit or review purpose statement</u></li> <li><input type="checkbox"/> <u>Key licensee personnel assisting audit or review</u></li> <li><input type="checkbox"/> <u>Audit/review team members</u></li> <li><input type="checkbox"/> <u>Key audit work activities and time allocated for each</u></li> <li><input type="checkbox"/> <u>Confirmation that review of previous recommendations will be undertaken and list of previous recommendations</u></li> <li><input type="checkbox"/> <u>List of documents to be reviewed</u></li> <li><input type="checkbox"/> <u>Details of facilities to be visited</u></li> </ul>

Process no.	Summary of Process/Task	Who is responsible?	When should this be done?	Section in Guidelines	Summary of documents to be lodged with Authority
					<input type="checkbox"/> Summary of possible audit and review procedures per audit or review priority <input type="checkbox"/> Statement that the audit or review report will comply with the Authority's Audit Guidelines <input type="checkbox"/> Standard table(s) providing audit and/or review priority ratings for licence obligations and asset management system review components <input type="checkbox"/> Details of any deviation from normal audit or review priority ratings (for example, the obligation is not applicable, or the Secretariat has requested a higher priority be undertaken).
<u>10)</u>	<u>Secretariat reviews draft audit or review plan and provide feedback to the licensee or auditor.</u>	<u>Secretariat</u>	<u>Aim to have Secretariat's response communicated within 10 business days of receipt of audit or review plan.</u>	<u>9</u>	<u>N/A</u>
<u>11)</u>	<u>Licensee provides amended draft audit or review plan to the Authority.</u>	<u>Licensee</u>	<u>As soon as possible.</u>	<u>9</u>	<u>See item 9</u>

Process no.	Summary of Process/Task	Who is responsible?	When should this be done?	Section in Guidelines	Summary of documents to be lodged with Authority
12)	<a href="#">Draft audit plan is approved or rejected by the Authority and communicated to the Licensee in writing.</a>	<a href="#">Authority</a>	<a href="#">Aim to have Authority's decision communicated within 10 business days of receipt of auditor nomination.</a>	<a href="#">9</a>	<a href="#">N/A</a>
<b>D.</b>	<b><a href="#">Audit and Review Report</a></b>				
13)	<a href="#">Auditor undertakes audit and/or review, prepares draft audit or review report and gives to licensee.</a>	<a href="#">Auditor</a>	<a href="#">As soon as possible.</a>	<a href="#">10 &amp; 11</a>	<a href="#">N/A</a>
14)	<a href="#">Licensee reviews draft report and provides draft audit and/or review report (and post-audit/review implementation plan) to the Authority.</a>	<a href="#">Licensee</a>	<a href="#">By due date</a>	<a href="#">11</a>	<a href="#">Draft audit /review report must include:</a> <ul style="list-style-type: none"> <li><input type="checkbox"/> <a href="#">Consideration of ASAE 3000 requirements for structure and content of audit or review reports.</a></li> <li><input type="checkbox"/> <a href="#">Executive Summary</a></li> <li><input type="checkbox"/> <a href="#">Scope of audit or review</a></li> <li><input type="checkbox"/> <a href="#">Review of previous audit and/or review recommendations</a></li> <li><input type="checkbox"/> <a href="#">Performance Summary including tabular audit and review ratings</a></li> <li><input type="checkbox"/> <a href="#">Observations</a></li> </ul>

Process no.	Summary of Process/Task	Who is responsible?	When should this be done?	Section in Guidelines	Summary of documents to be lodged with Authority
					<input type="checkbox"/> <a href="#">Issues and recommendations</a> <input type="checkbox"/> <a href="#">Signed auditor's statement</a> <input type="checkbox"/> <a href="#">Post audit and/or review implementation plan</a>
<a href="#">15)</a>	<a href="#">Secretariat reviews draft audit or review report and provide feedback to the licensee or auditor.</a>	<a href="#">Secretariat</a>	<a href="#">Aim to have Secretariat's response communicated within 10 business days of receipt of audit or review report.</a>	<a href="#">N/A</a>	<a href="#">N/A</a>
<a href="#">16)</a>	<a href="#">Licensee provides amended draft audit or review report to the Authority.</a>	<a href="#">Licensee</a>	<a href="#">As soon as possible</a>	<a href="#">11</a>	<a href="#">See item 14</a>
<a href="#">17)</a>	<a href="#">Secretariat reviews report and if acceptable requests licensee to finalise report.</a>	<a href="#">Secretariat</a>	<a href="#">As soon as possible</a>	<a href="#">11</a>	<a href="#">N/A</a>
<a href="#">18)</a>	<a href="#">Licensee provides final PDF and Word versions of report to the Authority.</a>	<a href="#">Licensee</a>	<a href="#">As soon as possible</a>	<a href="#">11</a>	<a href="#">See item 14</a>
<a href="#">19)</a>	<a href="#">Authority considers the audit and/or review report and provides a written response to the licensee, forwards report to the Minister for Energy and publishes report on the Authority's website.</a>	<a href="#">Authority</a>	<a href="#">Within two months from receipt of final audit and/or review report</a>	<a href="#">12</a>	<a href="#">N/A</a>

END OF DOCUMENT



Authority

Economic Regulation

