



IMPACT 2018

19 – 20 March 2018

Aerial Function Centre,
University of Technology Sydney

CONFERENCE PROGRAMME

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ABOUT ACAG

The Australasian Council of Auditors General (ACAG) is an association established by Auditors-General for the sharing of information and intelligence in a time of complexity and rapid change in government.

The role of the Auditor-General is an important one. Parliament relies on Auditors-General to provide independent assurance that government activities are conducted and evaluated in line with Parliament's intentions.

As well as meeting regularly, ACAG sponsors the IMPACT conference every two years. IMPACT stands for International Meeting of Performance Audit Critical Thinkers.

Find out more about ACAG at www.acag.org.au



**Let your colleagues and friends
share what you hear!**



#IMPACT2018

WELCOME TO IMPACT 2018

On behalf of the Australasian Council of Auditors-General (ACAG) and the Audit Office of New South Wales, I welcome you to the IMPACT 2018 Conference.

The International Meeting of Performance Audit Critical Thinkers (IMPACT), is a biannual event that brings together Auditors-General from around Australia and the world to discuss emerging issues and best practices in performance audit with experts, practitioners and anyone interested in government accountability.



Performance audit is a very broad discipline and there are many great examples of innovation in practice, both here and overseas. We must keep looking outward and learn from the work of others, fostering innovation and ensuring continuous improvement.

Over the next few days, you will hear from a range of expert speakers from around the world and across a variety of disciplines. I thank each of these speakers for being a part of this important conference.

I am delighted to have been given the honour of hosting this event and look forward to sharing these two days with each one of you, exploring the changing nature of government and how we can best meet the needs of citizens in the future.

Margaret Crawford
Auditor-General for New South Wales
Host of IMPACT 2018

THE VENUE

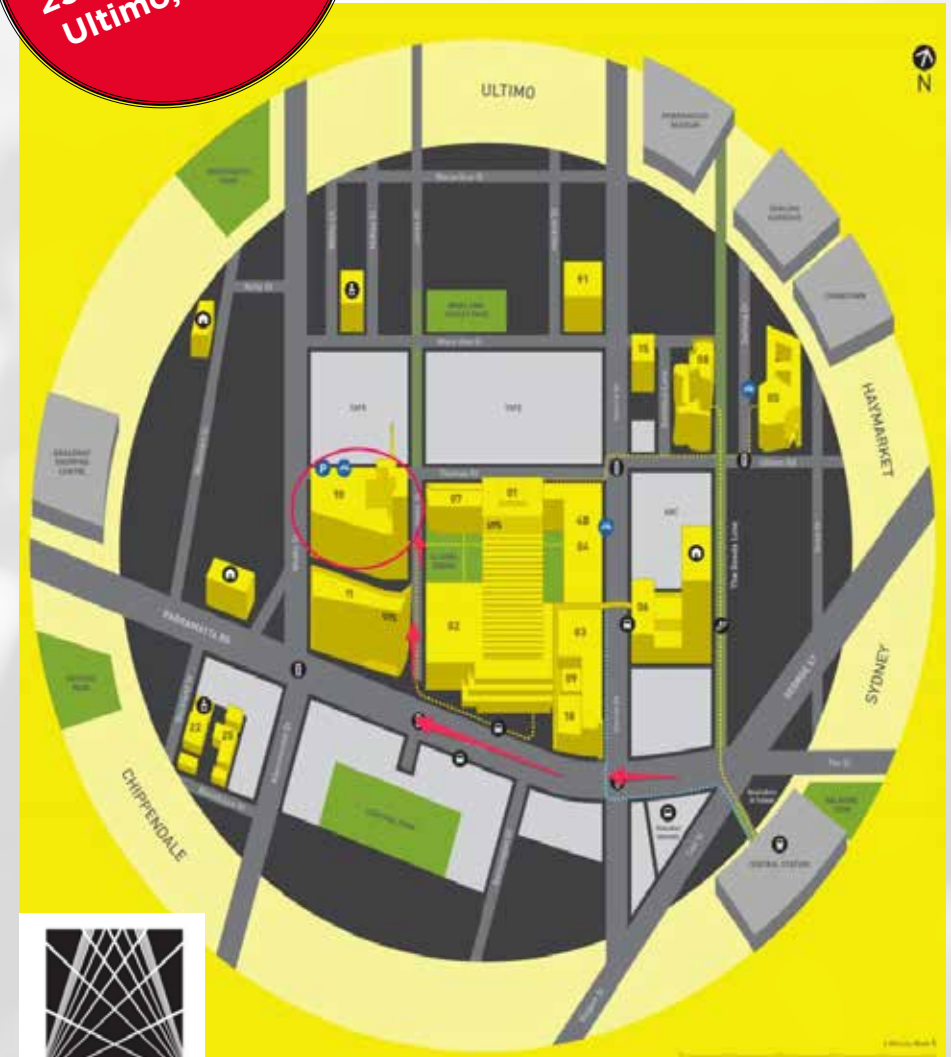


Aerial UTS Function Centre is a modern university space with great views and a central location.

- Location: Level 7, UTS Building 10. Enter at 235 Jones St Ultimo Foyer, take the lift to level 7 and proceed to the Function Centre.
- Car park accessed from Thomas St (travelling West), with lift access to level 7. Parking is managed by Interpark - <http://www.interparkaustr.com.au/nsw/university-of-technology-sydney/index>. Maximum daily rate is \$27.00.
- In the event that this car park is full, the entrance to the Novotel carp park is also on Thomas Street, and is \$35 per day.
- Metered street parking is available on Thomas Street but is limited.
- Taxi drop off at 235 Jones Street.
- Aerial is a five minute walk from Central Railway Station.
- Airport is 30 minute drive (allow for traffic).
- Public buses run regularly to the Broadway from the CBD
- Please note that UTS is currently undertaking building works. To access Building 10 please use the Jones Street western footpath alongside Buildings 10 and 11, and follow the instructions and signage at all times.
- If you encounter any issues please contact Aerial UTS on (02) 9514 1632 or the conference coordinator on 0404 452 698.

Level 7,
UTS Building 10,
235 Jones Street,
Ultimo, Australia

AERIAL@UTS



Complimentary Wi-Fi is accessible throughout the venue.
Network: UTS-FunctionCentre
Password: Function2018uni

DAY ONE

MONDAY 19 MARCH

Time	Session	Speakers
8.00 – 9.00 am	Conference Registration	
9.00 – 9.30 am	Introduction	Margaret Crawford Dee Madigan, MC
	Welcome to Country	Uncle Ray Davison
9.30 – 10.45 am	Session 1: Changes in government agenda	
	Public service in a time of uncertainty (keynote)	Peter Shergold
	When governments know everything about everyone	Tom Burton
10.45 – 11.15 am	Morning tea	
11.15 – 12.45 pm	Session 2: Auditing in an electronic world	
	Auditing in a networked world	Martin Stewart-Weeks
	Performance audit and Gov 2.0, 3.0, 4.0... being contemporary and relevant vs courageous	Fran Thorn
12.45 – 2.00 pm	Lunch	

Time	Session	Speakers
2.00 – 3.00 pm	Breakout sessions: Emerging issues in performance audit	
	<i>Parallel session 1 (see page 9 for details)</i>	
	Public audit in an age of unprecedented change - the Scottish experience	Fraser McKinlay
	Participatory governance: reimagining performance	Associate Professor Catherine Hardy & Mark Sercombe
2.00 – 3.00 pm	Personally yours - data, analytics, privacy and ethics	Dr Kihmji Vaghijani
	<i>Parallel session 2 (see page 10 for details)</i>	
3.00 – 3.30 pm	Performance auditing – friend or foe to public service innovation and customer satisfaction	Martin Hoffman
	Applications of artificial – intelligence in the public sector implications for accountability and transparency'	Chris McNally
	Auditing innovative approaches to policy and program design and delivery – how do we ensure we don't discourage experimentation and risk taking?	Lisa Rauter
3.00 – 3.30 pm	Afternoon tea	
3.30 – 4.30 pm	Session 3: Social outcomes	
	The changing social landscape	Cheryl Kernot

PARALLEL SESSIONS

DAY ONE

PARALLEL SESSION 1

Fraser McKinlay

Public audit in an age of unprecedented change – the Scottish experience

This session will explore changes taking place and what they mean for public services in Scotland. How is Audit Scotland responding to the big questions for public audit in an age of unprecedented change?

Associate Professor Catherine Hardy and Mark Sercombe

Participatory governance: re-imagining performance

This presentation will consider some of the issues surrounding participatory governance in the context of real life case examples to highlight opportunities, challenges and implications for policy makers and performance auditors.

Dr Khimji Vaghjiani

Personally yours – data, analytics, privacy and ethics

The ability to link and analyse data has led to major changes in customer intimacy and personalisation of services for companies. Linking and analysing data is also helping government become smarter and deliver better outcomes for citizens. This presentation will highlight considerations about privacy and ethics when it comes to data analytics projects.

PARALLEL SESSION 2

Martin Hoffman

Performance auditing – friend or foe to public service innovation and customer satisfaction?

This presentation will explore the value offered by performance auditing when it comes to improving the public service.

Chris McNally

Applications of artificial intelligence in the Public Sector – implications for accountability and transparency

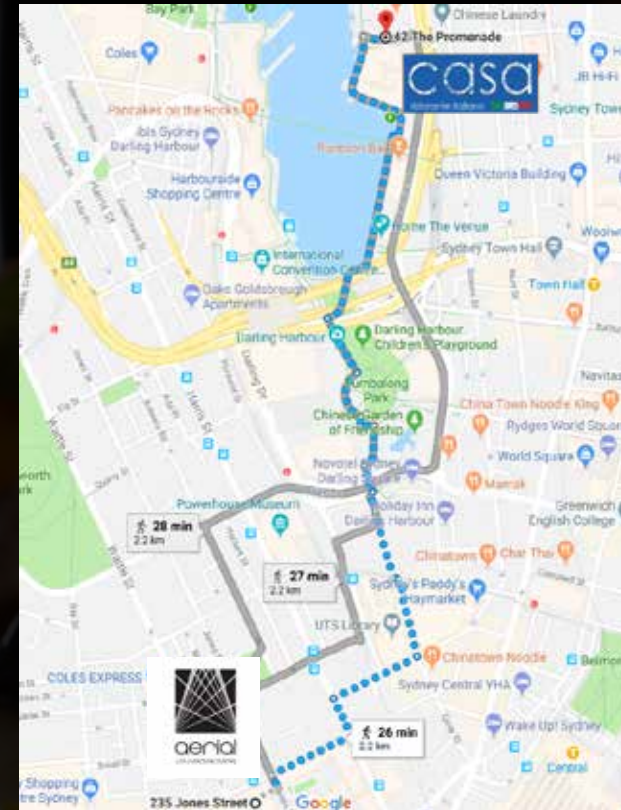
Accenture presents a point of view on steps agencies can take to address artificial intelligence (AI) challenges in delivering transparent and accountable public services.

Lisa Rauter

Auditing innovative approaches to policy and program design and delivery – how do we ensure we don't discourage experimentation and risk taking?

This topic will cover what innovation is (and how it comes about) in the public sector, as well as performance audit issues when auditing program and policy design that includes elements of innovative or experimental practice.

CONFERENCE DINNER



Casa Ristorante Italiano
42/48 The Promenade, Barangaroo, Sydney
Monday 19 March, 6.00 – 10.00 pm
Dress code: informal

When the weather is fair, Casa Ristorante is a pleasant 25 minute stroll from Aerial Function Centre. This is our recommended method of transport, however public transport options are also available with Town Hall Station a ten minute walk from the restaurant and taxis frequenting The Promenade.

DAY TWO

Tuesday 20 March

Time	Session	Speakers
9.00 – 10.30 am	Session 4: Citizen centred auditing	
	The voice of Indigenous people in the work of the Auditor General: the Canadian experience	Carol Bellringer
	Citizen-participatory audits in the Philippines – enhancing government transparency and accountability	Michael G. Aguinaldo
10.30 – 11.15 am	Morning tea	
11.15 – 12.45 pm	Session 5: The audit of the future	
	The performance auditor of the future	Gaye Haug
	Panel: the audit of the future	Grant Hehir Maxine Cooper Andrew Greaves
12.45 – 2.00 pm	Lunch	

Time	Session	Speakers
1.30 – 2.30 pm	Breakout sessions: Innovation in performance audit	
	<i>Parallel session 3 (see page 15 for details)</i>	
	Auditing UN sustainability goals (gender equity)	John Reed
	Using data analytics to improve mental health services in New Zealand	Mike Scott
	The new social: evaluating emerging and collective efforts	Sally Gaven
	<i>Parallel session 4 (see page 16 for details)</i>	
	Using analytics and external datasets to enhance audit insight	Robert Kilbride and John Hanwright
	Adding value to performance audit with risk intelligence tools and techniques	David Hodges
	A hands-on approach to auditing cybersecurity: the WA experience	Peter Bouhla
2.30 – 3.15 pm	Afternoon tea	
3.15 – 4.00 pm	Reflections and wrap-up	Margaret Crawford

PARALLEL SESSIONS

DAY TWO

PARALLEL SESSION 3

John Reed

Auditing UN sustainability goals (gender equity)

This presentation will highlight developments in relation to auditing the UN Sustainable Development Goals (SDGs) as well as practical ways that audit institutions can integrate gender equality considerations into performance audits examining governments' preparedness to implement, monitor, and report on the SDGs.

Mike Scott

Using data analytics to improve mental health services in New Zealand

Mike will describe how the Office of the Auditor-General in New Zealand worked collaboratively with the New Zealand Ministry of Health and District Health Boards to analyse extensive data collections to understand mental health patient journeys. Insights from this analysis identified specific groups of patients whose journeys had different characteristics, information that can potentially be used to improve service delivery to some of New Zealand's most vulnerable citizens.

Sally Gaven

The new social: evaluating emerging and collective efforts

New ways of delivering social and human services make assessing their value and effectiveness uniquely challenging, yet ever more necessary. Sally will discuss the practicalities of evaluating innovative social programs involving multiple agencies and other partners, and identify guiding principles to maximise accountability and transparency.

PARALLEL SESSION 4

Robert Kilbride and John Hanwright

Using analytics and external datasets to enhance audit insight

This discussion will look at how Queensland Audit Office is using data sources external to those available from the auditee, such as social media, to not only provide an independent perspective on performance audits but also inform the performance audit topics selected.

David Hodges

Adding value to performance audit with risk intelligence tools and techniques

Technology advances, the explosion of data and new ways of working are redefining the risk landscape for the public sector. This session will explore some of the new tools and techniques that are being used to derive risk intelligence through data analysis and practical tips for performance audit planning and execution.

Peter Bouhlas

A hands-on approach to auditing cybersecurity – the WA experience

What approach is needed for successful cybersecurity audits? A practical overview based on the Western Australian experience.

SPEAKER PROFILES

Margaret Crawford
Auditor-General for New South Wales |
Host of IMPACT 2018



Margaret has over 20 years of experience as a senior executive across complex public sector organisations at local, state and federal levels. This includes the Victorian Department of Human Services, the Australian Taxation Office, the NSW Roads and Traffic Authority and Australia's largest local government, Brisbane City Council.

Prior to her role as the Auditor-General for New South Wales, Margaret held the position of Deputy Secretary at the NSW Department of Family and Community Services.

Peter Shergold
Chancellor, Western Sydney University
National President, Institute of Public Administration
Australia



An Australian academic, company director, and former public servant, Peter has been Chancellor of Western Sydney University since 2011 and was appointed National President, Institute of Public Administration Australia (IPAA) in November 2017.

Peter also served for five years as the Secretary of the Department of the Prime Minister and Cabinet, the most senior official in the Australian Public Service. His report 'Learning from Failure', examined how major public service projects can be delivered to meet citizens expectations.

Plenary topic: Public service in a time of uncertainty.

Dee Madigan
Author, creative and political campaign expert |
MC of IMPACT 2018



Dee Madigan is an award winning Creative Director with over 20 years experience in the advertising industry working with some of the world's biggest brands.

Dee runs her own advertising agency, Campaign Edge, and has extensive social marketing and political campaigning experience. She has worked on 11 election campaigns, including the 2015 and 2017 Queensland election campaigns.

She is a panellist on Gruen, political commentator on Sky, author of The Hard Sell (MUP 2014) and a contributing author on Mothermorphosis (MUP 2015), Perspectives on Change (ANU 2015) and Unbreakable (MUP 2017).

Tom Burton
Publisher, The Mandarin
Media communications expert



Tom is the publisher of The Mandarin. He is a Walkley award winning journalist, publisher and digital communicator, and has served in various public administration roles, specialising in the media and communications. He is a former Executive Editor of the Sydney Morning Herald and Chief Political Correspondent for the Australian Financial Review. Tom most recently worked at the Australian Communications and Media Authority.

Plenary topic: Precision government – when governments know everything about everyone.

Martin Stewart-Weeks

Independent consultant specialising in government, technology and innovation

Drawing on senior leadership experience across the public sector and global technology giant Cisco, Martin Stewart-Weeks is an independent advisor and facilitator working at the intersection of policy, public sector management, technology and innovation.

Martin was one of the three members of an independent panel, chaired by former NSW Premier Nick Greiner, appointed to advise the NSW Government on future directions for regulatory policy reform, and in 2014 partnered with former Federal Finance Minister Lindsay Tanner to co-author the book, 'Changing Shape: Institutions for the Digital Age'.

Plenary topic: Assurance in a networked world.



Cheryl Kernot

Expert on social business, social enterprise and social procurement

As leader of the Australian Democrats between 1993 and 1997, and Member for Dickson between 1998 and 2001, Cheryl's political portfolio has included Indigenous Affairs, Treasury, Employment and Women and Influence. Her policy legacy includes key influence in the introduction of compulsory superannuation and Native Title.

Today she continues her work in social justice as the elected Chair of the Fair Trade Association of Australia and New Zealand, and the Social Business Fellow at the Centre for Social Impact.

Plenary topic: The changing social landscape.



Fran Thorn

Former Partner, Deloitte Australia
Former Secretary, Dept of Health, Dept of Human Services and Dept of Innovation, Industry and Regional Development in Victoria

Until recently, Fran was a Partner with Deloitte Australia, and led the Public Sector and Healthcare Industry team. Fran has had significant experience in State Government health, human services and whole of government policy and planning, including roles as Secretary of the Departments of Health, Human Services and Innovation, Industry and Regional Development.

Plenary topic: Performance audit and Gov 2.0, 3.0, 4.0... being contemporary and relevant vs 'courageous'?



Carol Bellringer

Auditor General for the Province of British Columbia, Canada

Auditor General for the Province of British Columbia in Canada, and former Auditor General for the Province of Manitoba, Carol has previously held management positions with KPMG in Canada, and with Media One International in Poland. She is also a former Director of Private Funding at the University of Manitoba. In addition to her professional roles, Carol serves on the board of the International Federation of Accountants and is a member of the Canadian Auditing and Assurance Standards Oversight Council.

Plenary topic: The voice of indigenous people in the work of the Auditor General: the Canadian experience.



Michael G. Aguinaldo
Chairman of the Commission of Audit of the Philippines



Michael G. Aguinaldo was appointed Chairperson of the Commission of Audit of the Philippines in 2015, following a distinguished legal career. Prior to this, as Deputy Executive Secretary for Legal Affairs, Mr Aguinaldo handled legal affairs for the Office of the President and headed the Investigation and Adjudication Office and the Integrity Management Program. He was also representative to the Presidential United Nations Convention Against Corruption Inter-Agency Committee.

Plenary topic: Citizen participatory audits in the Philippines – enhancing government transparency and accountability.

Grant Hehir
Auditor-General for Australia



Grant Hehir commenced his term as Auditor-General for Australia in June 2015.

Before this appointment, Grant served as the Auditor-General for New South Wales and worked for the State Government of Victoria in a number of senior roles, including as Secretary of both the Department of Treasury and Finance, and the Department of Education and Training.

Panel speaker: The audit of the future.

Gaye Haug
Director, Head of People Experience, KPMG Australia



Gaye is a senior Human Resources professional with over 20 years experience across financial services, professional services and the public sector.

With broad and extensive experience across the full range of HR functions, Gaye has managed large global teams, ran businesses, and held senior Human Resources roles with the ANZ Banking Group, the Department of Justice and Health Super. She has spent significant time in senior remuneration roles which plays to her love of numbers.

Plenary topic: The performance auditor of the future.

Dr Maxine Cooper
Auditor-General for the Australian Capital Territory



Dr Maxine Cooper has significant experience and expertise in public sector management. She has been the Commissioner for Sustainability and the Environment (ACT) and Chair of the Water Security Taskforce (ACT).

Dr Cooper held a Commonwealth Scholarship for studies in Canada, and a professional Fulbright Fellow for studies in the USA.

Dr Cooper chairs the Auditing Standards sub-committee of the Australasian Council of Auditors-General.

Panel speaker: The audit of the future.

Andrew Greaves
Victorian Auditor-General

Andrew was appointed as the Victorian Auditor-General in 2016, after five years as Queensland's Auditor-General.

He has worked as external and internal auditor in the Commonwealth, state and local government sectors for most of his 35 year career, both in Australia and overseas.

Andrew is a Fellow of the CPA Australia and of Chartered Accountants Australia and New Zealand.

Panel speaker: The audit of the future.



Associate Professor Catherine Hardy
Associate Professor in Business Systems, The University of Sydney Business School

Catherine's research focuses on relationships between technological innovation, organisational change and governance, risk and compliance systems, with special attention to processes of accountability, control, technology foresight and policy.

Her current work examines the governability of the Internet of Things (IoT), business and professional risks of social media, the impact of digital transformation on board dynamics and composition, and the use of analytics and continuous assurance, including the impact on work practices and identities of risk and assurance professionals.

Panel speaker: Participatory governance: re-imagining performance.



Fraser McKinlay
Director of Performance Audit and Best Value,
Audit Scotland

Fraser McKinlay is Audit Scotland's Director of Performance Audit and Best Value. He also has statutory responsibility for reporting to the Accounts Commission on matters of public interest in all local authorities in Scotland.

Prior to this, Fraser's career was in the private sector as a consultant specialising in change management. He is passionate about accountability, leadership and improving public services.

Plenary topic: The performance auditor of the future.



Mark Sercombe
Principal Consultant, Technology Risk

Mark leads a specialist risk advisory firm and was previously a Partner with Deloitte where he was Lead Client Service Partner for the NSW Government and Commonwealth Government.

Also a Fellow Chartered Accountant, Professional Fellow of the Institute of Internal Auditors, he is appointed to audit and risk committees and is the lead author of three globally authoritative publications on information systems and business process. He also teaches at the University of Sydney's Business School.

Breakout speaker: Participatory governance: re-imagining performance.



Dr Kihmji Vaghjani
Consultant, NSW Data Analytics Centre



Nominated as 'Australian Innovator of the Year' in 2010, Dr Kihmji Vaghjani is currently consulting at the NSW Data Analytics Centre, managing a range of projects and looking at commercialisation of data.

He has 27 years experience in project, programme and portfolio management, and has worked across transport and logistics, e-health, e-learning, web semantics, big data, advanced manufacturing and renewable energies.

Khimji has also taught innovation and entrepreneurship courses at most of the Sydney-based universities.

Panel speaker: Personally yours – data, analytics, privacy and ethics.

Chris McNally
Managing Director & Delivery Lead - Government, Education and Health, Accenture Australia and New Zealand



Chris leads Accenture's Public Service Technology Consulting business across Australia and New Zealand. He has worked for more than 20 years in the IT consulting industry, in Australia and New Zealand, Asia and North America.

Chris has advised state and federal agencies on IT strategy and delivery in industries including defence, education, human services, health and transport.

Breakout speaker: Applications of artificial intelligence in the public sector – implications for accountability and transparency.

Martin Hoffman
Secretary, NSW Department of Finance, Services and Innovation



Martin has held his current role since 2015, and was previously Deputy Secretary at the Commonwealth Department of Industry and Science (and its predecessors) from 2010 where he worked particularly on resources and energy matters, including significant international engagement bilaterally and with the International Energy Agency and the G20.

Before joining the public sector, Martin had a lengthy private sector career primarily in digital media and technology.

Plenary topic: Performance auditing – friend or foe to public service innovation and customer satisfaction?

Lisa Rauter
Group Executive Director, Performance Services Group, Australian National Audit Office



Lisa joined the Australian National Audit Office as Group Executive Director of the Performance Audit Services Group in 2017. She is responsible for overall planning, management and delivery of performance audits, as well as a range of corporate management activities, in her role as Member of the ANAO Board of Management. Prior to this Lisa had various roles across AusAID and the Department of Foreign Affairs and Trade.

Breakout speaker: Auditing innovative approaches to policy and program design and delivery – how do we ensure we don't discourage experimentation and risk taking?

John Reed
President and CEO, Canadian Audit & Accountability Foundation

Mr Reed is responsible for performance audit and has led the development of new innovative products. He managed the renewal of performance audit training and has worked extensively in support of the International Legislative Oversight Program.

He has been at the Foundation on interchange from the Office of the Auditor General of Canada (OAG), and has extensive experience leading performance audits in a number of federal departments and agencies including National Defence, Foreign Affairs and International Trade, CIDA, Environment Canada, and Health Canada.

Breakout Speaker: Auditing UN sustainability goals (gender equity).



Sally Gaven
Director, Sally Gaven Consulting

Sally Gaven runs an independent social policy and evaluation consultancy. She works with large public and non-government organisations to clarify, assess and improve social programs and outcomes and to align and focus the efforts of the multiple partners involved.

A former policy advisor for a NSW central agency and two NSW Government Ministers, she is guest lecturer in ethics and critical thinking at the University of Sydney.

Breakout speaker: The new social: evaluating emerging and collective efforts.



Mike Scott
Assistant Auditor-General - Performance Audit Group,
Office of the Auditor-General New Zealand

Mike manages the performance auditing of all public entities across central and local government in New Zealand. Prior to this, he was an Audit Manager in the National Audit Office in the United Kingdom where he worked on and managed performance audits across several different sectors of the public service and worked in the policy unit. Mike is a member of the Chartered Institute of Public Finance and Accountancy and currently chairs the Australasian Council of Auditors-General Heads of performance audit forum.

Plenary topic: Using data analytics to improve mental health services in New Zealand.



Robert Kilbride
Director - Audit Analytics, Queensland Audit Office

Robert is a director at the Queensland Audit Office and specialises in utilising data analytics to support the delivery of insight based financial and performance audits.

He has over 19 years' experience in data analysis, audit, investigation and risk management services within government, O2 UK, Suncorp, Deloitte and EY.

He specialises in finding ways to use analytics to enhance audit insights.

Breakout speaker: Using analytics and external datasets to enhance audit insight.



John Hanwright
Manager – Performance Audit, Queensland Audit Office

John has 15 years of experience in the public sector in performance monitoring, reporting and evaluation. He has experience in the Queensland public service in the Department of Education and Training and in Queensland Treasury. John has managed performance management systems audits in Education, local government and in regulatory reform.

Breakout speaker: Using analytics and external datasets to enhance audit insight.



Peter Bouhlas
Office of the Auditor General, Western Australia

Peter is the Senior Director, Information Systems and Performance Audit, for the Office of the Auditor General in Western Australia, and board member of the Security Research Institute at Edith Cowan University.

Peter has spent many years developing policies, plans and strategies for auditing Information Systems across the WA public sector with a large focus on cyber security, risk management, BCP/DRP, ICT strategy and governance.

Breakout speaker: A hands-on approach to auditing cybersecurity: the WA experience.



David Hodges
Managing Director - NSW & ACT, Aginic

David leads the Aginic business in New South Wales and the Australian Capital Territory, and Risk Intelligence services nationally.

Aginic is a young specialist business intelligence, analytics and development consulting business that works extensively with the public sector in Australia.

David has over 22 years experience in the fields of risk management, governance and business consulting. Prior to joining Aginic, David was a partner for over nine years in a Big 4 consulting firm and serves on public sector audit and risk committees.

Breakout speaker: Adding value to performance audit with risk intelligence tools and techniques.



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