

Example of an assurance map for Audit Committee use

Entity business risks (taken from an entity's risk management plan)	Source and level of assurance provided ¹					Overall assessment of level of assurance ²	Is level of assurance adequate?
	Work area 1 ⁽³⁾	Work area 2 ⁽³⁾	Management committees	Internal audit	Other assurance activities		
Failure to recruit, develop and retain sufficient skilled staff to sustain core service delivery at required levels.	low	moderate	(Human Resource Management) moderate	low	-	moderate	Yes
Failure to assess, monitor and appropriately manage key organisational requirements including resource and budget management in a changing business environment.	low	low	(Executive Board) moderate	moderate	(External review) low	moderate	Yes
Failure to adequately manage the entity's complex contractual arrangements.	low	moderate	(Executive Board) moderate	low	-	moderate	No
Ineffective and/or inappropriate management of information.	low	low	(Information Management) moderate	moderate	-	moderate	Yes

1 In identifying the source of an entity's assurance activities, it is important to recognise that the activities of the ANAO do not form part of an entity's control framework.

2 The level of assurance obtained will depend on the adequacy of management controls in place to manage particular business risks. The overall assessment of controls can range from management judgement to being supported by more formal arrangements, such as control self-assessments, or internal audits.

3 The term 'work area' is used to describe a major organisational unit such as a division or business unit.

4 Where the level of assurance is not considered to be adequate, it is expected that the Audit Committee will take action designed to increase the level of assurance to an acceptable level, including providing advice to the Accountable Authority.

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Diminished stakeholder confidence, loss of confidence by the minister or government.	moderate	low	(Executive Board) moderate	low	-	moderate	No
Failure to comply with legislative requirements.	moderate	low	(Executive Board) moderate	moderate	(Certificate of Compliance) high	high	Yes
Ineffective financial management.	moderate	moderate	(Finance) moderate	moderate	(Audit Committee) high	high	Yes
Failure to work with or manage implementation partners.	moderate	low	(Executive Board) low	low	-	low	No
Unable to sustain efficient business processes and develop desired delivery solutions to meet business needs.	low	moderate	(Executive Board) moderate	low	-	moderate	No

Level of entity assurance and advice provided on the entity business risks—high, moderate, low. The level of assurance provided will depend on the extent to which the controls in place and other arrangements address the business risk.