

obligations and specific authority level policies. Codes of conduct typically cover use of resources, conflicts of interests and use of confidential information. They are therefore key elements in decision making frameworks with a high level of relevance to procurement decision making.

Typically, new Departments of State that were created through the 2017 Machinery of Government changes are still in the process of establishing new codes for the new entities and have not completed the harmonisation of relevant policies. This circumstance is considered to create a slightly heightened compliance and conduct risk and the Commission is communicating with Director's General on this issue.

The AEDM program applies ethical principles and local decision making frameworks to a range of scenarios that include procurement and contract management where this is an identified integrity risk for the public authority.

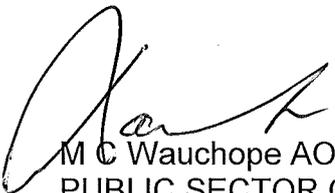
As I have expressed in my *State of the Sectors 2017* report, public trust is dependent on the perception that government decisions are being made transparently, responsively and with the public interest in mind. The adoption of appropriate decision making frameworks with appropriate mechanisms in place to ensure and record effective accountability and transparency are essential to maintaining this trust.

As a well-informed public becomes increasingly interested in not only how public funds are being spent, but why and how decisions are made. Accountable and transparent processes are central to the public sector delivering maximum value in their finance and procurement functions. Documented policies and procedures supported by good information management protocols are essential. In my view, such procedures and protocols must strike the right balance between facilitation and compliance dependent on the context, but should not be dismissed as unnecessary.

Going forward

Thank you for the opportunity to share my comments in relation to the Committee's Inquiry. Please contact me should you wish to discuss any of the above further.

Yours sincerely



M C Wauchope AO
PUBLIC SECTOR COMMISSIONER