



12 March 2019

Ms Diane Smith-Gander
Capability Review Panel
c/o The Treasury

Dear Ms Smith-Gander

**APRA CAPABILITY REVIEW
SECTION 56 OF THE AUSTRALIAN PRUDENTIAL REGULATION AUTHORITY ACT 1998
(APRA ACT)**

You have been appointed as a member of the panel to conduct the APRA Capability Review (the Review).

APRA may from time to time disclose protected information and/or produce protected documents to you for the purposes of the Review. For example, protected documents may include information specific to entities regulated by APRA.

Pursuant to paragraph 56(5)(b) of the APRA Act, APRA has approved the disclosure of protected documents and information to you for the purposes of the Review. This letter summarises the terms of that approval, including the conditions imposed by APRA upon your access to and use of such information and documents.

Pursuant to subsection 56(9) of the APRA Act, when APRA discloses protected information and/or produces protected documents to you under the instrument made by APRA, such disclosure or production is subject to the following conditions (these conditions are deemed to be imposed by APRA on each occasion that such disclosure or production occurs):

1. protected information and protected documents may be used by you only for the purposes of the Review;
2. without limiting paragraph 1 above, protected information and protected documents must not be released by you to any person (except as part of the Review report in accordance with this letter) other than for the strict and sole purposes of the Review, unless APRA gives you its prior written consent;
3. you must not use in the Review report comments from a prior APRA staff survey in a manner which would be contrary to assurances previously provided to staff and as such compromise staff confidences;
4. the Review report must not expressly refer to individual entities regulated by APRA. However:

- a. If an APRA regulated entity has already been subject to public coverage in a context relevant to the Review (e.g. in the CBA Prudential Inquiry or by the Royal Commission) then an express, appropriate and relevant reference to that entity in the Review report may be made;
 - b. A reference to APRA's general approach to regulating an industry, or to a number of regulated entities as a class, may be made in the Review report; and
 - c. Subject to paragraph 5 of this letter, an express, appropriate and relevant reference to a regulated entity in the Review report may be made where considered necessary by the Panel for the purposes of the Review.
5. You must provide APRA with a reasonable opportunity to make a submission to you on any proposal to refer to a specific regulated entity in the Review report before the report is made public;
 6. You must take reasonable care not to prejudice any matters before a Court of law or other tribunal;
 7. To the maximum extent permitted by law and applicable Government policies, at the conclusion of the Review, all protected information and protected documents must be returned to APRA or destroyed; and
 8. If you have any concerns or doubts regarding the implementation of these conditions you must promptly raise them directly with APRA.

Please note that upon receiving or having access to protected information or a protected document you will be an "officer" as defined in s 56 of the APRA Act and therefore subject to the obligations imposed upon an officer by s 56.

In this letter:

"panel" means the panel established to conduct the Review;

"protected information" and "protected document" have the meanings respectively given in s 56 of the APRA Act.

Yours sincerely



MELISANDE WATERFORD
General Manager
Strategic Programs



12 March 2019

Mr Graeme Samuel AC
Chair
Capability Review Panel
c/o The Treasury

Dear Mr Samuel

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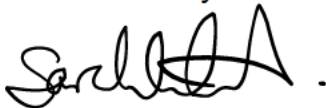
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MELISANDE WATERFORD
General Manager
Strategic Programs



12 March 2019

Mr Grant Spencer
Capability Review Panel
c/o The Treasury

Dear Mr Spencer

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Yours sincerely



MELISANDE WATERFORD
General Manager
Strategic Programs

From: [Waterford, Melisande \(APRA - Protected\)](#)
To: "Graeme Samuel (Monash)"; "Diane Smith-Gander"; s 47F
Cc: [Tease, Warren](#)
Subject: FW: First Review Draft [SEC=UNCLASSIFIED]
Date: Thursday, 13 June 2019 5:45:51 PM
Attachments: [image001.png](#)
[CR COVER NOTE.DOCX](#)
[Summary tables of evidence.docx](#)

Dear Panel

Thank you for the opportunity to provide comments on the draft Report. We have prepared the attached material, that was provided to the Secretariat in tranches earlier today.

Where we have raised issues with the text in the report, we have provided supporting evidence and facts to support our position.

We will engage further with the Secretariat on matters of detail in the coming days.

We look forward to discussing on Monday, however Wayne has indicated he would be available for an earlier call if this would be helpful to you.

Kind regards

Melisande

MELISANDE WATERFORD

General Manager, Strategic Programs

D 02 9210 3115 | E melisande.waterford@apra.gov.au

AUSTRALIAN PRUDENTIAL REGULATION AUTHORITY

1 Martin Place (Level 12), Sydney, NSW 2000

GPO Box 9836, Sydney, NSW 2001

T 02 9210 3000 | W www.apra.gov.au

Title: Australian Coat of Arms and APRA logo



From: Tease, Warren [<mailto:Warren.Tease@treasury.gov.au>]

Sent: Friday, 7 June 2019 1:16 PM

To: Waterford, Melisande <Melisande.Waterford@apra.gov.au>

Cc: 'Graeme Samuel (Monash)' s 47F ; s 47F

'Diane Smith-Gander' s 47F

Subject: First Review Draft [SEC=UNCLASSIFIED]

Importance: High

Melisande,

Please find enclosed a first draft of the review for comment.

Some observations:

- Please return comments by **c.o.b. Thursday 13 June**;
- Comments should be limited to factual corrections, consistent with the guidance at yesterday's meeting;
- We will consolidate the comments for the Panel for the meeting with the Members on Monday 17 June;
- This is a first draft. It requires more polishing. We will do that in the next few weeks.

Regards

Warren

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From: [Waterford, Melisande \(APRA - Protected\)](#)
To: [graeme.samue](#)s 47F
Cc: [Tease, Warren](#)
Subject: FW: Supervision presentation [SEC=UNCLASSIFIED]
Date: Monday, 8 April 2019 10:40:24 AM
Attachments: [image001.png](#)
[APRA framework for prudential supervision - Capability Review.pptx](#)

From: s 22
Sent: Monday, 8 April 2019 10:38 AM
To: Waterford, Melisande
Subject: Supervision presentation [SEC=UNCLASSIFIED]
s 22
Advisor, Strategic Programs Group
D 02 s 22 [@apra.gov.au](#)

AUSTRALIAN PRUDENTIAL REGULATION AUTHORITY

1 Martin Place (Level 12), Sydney, NSW 2000
GPO Box 9836, Sydney, NSW 2001
T 02 9210 3000 | W www.apra.gov.au

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APRA's prudential supervision model

Sharyn Reichstein
General Manager, Supervisory Applications & Solutions



Agenda

1. Overview
2. APRA's current supervision model
3. Governance, reporting and quality assurance
4. Supervision model review

Overview

How we fit into APRA's Strategy



APRA'S STRATEGY 2018-2022

OUR MANDATE

We protect the Australian community by establishing and enforcing prudential standards and practices designed to ensure that, under all reasonable circumstances, financial promises made by institutions we supervise are met within a stable, efficient and competitive financial system.

OUR OPERATING MODEL



OUR VISION

To deliver a sound and resilient financial system, founded on excellence in prudential supervision.

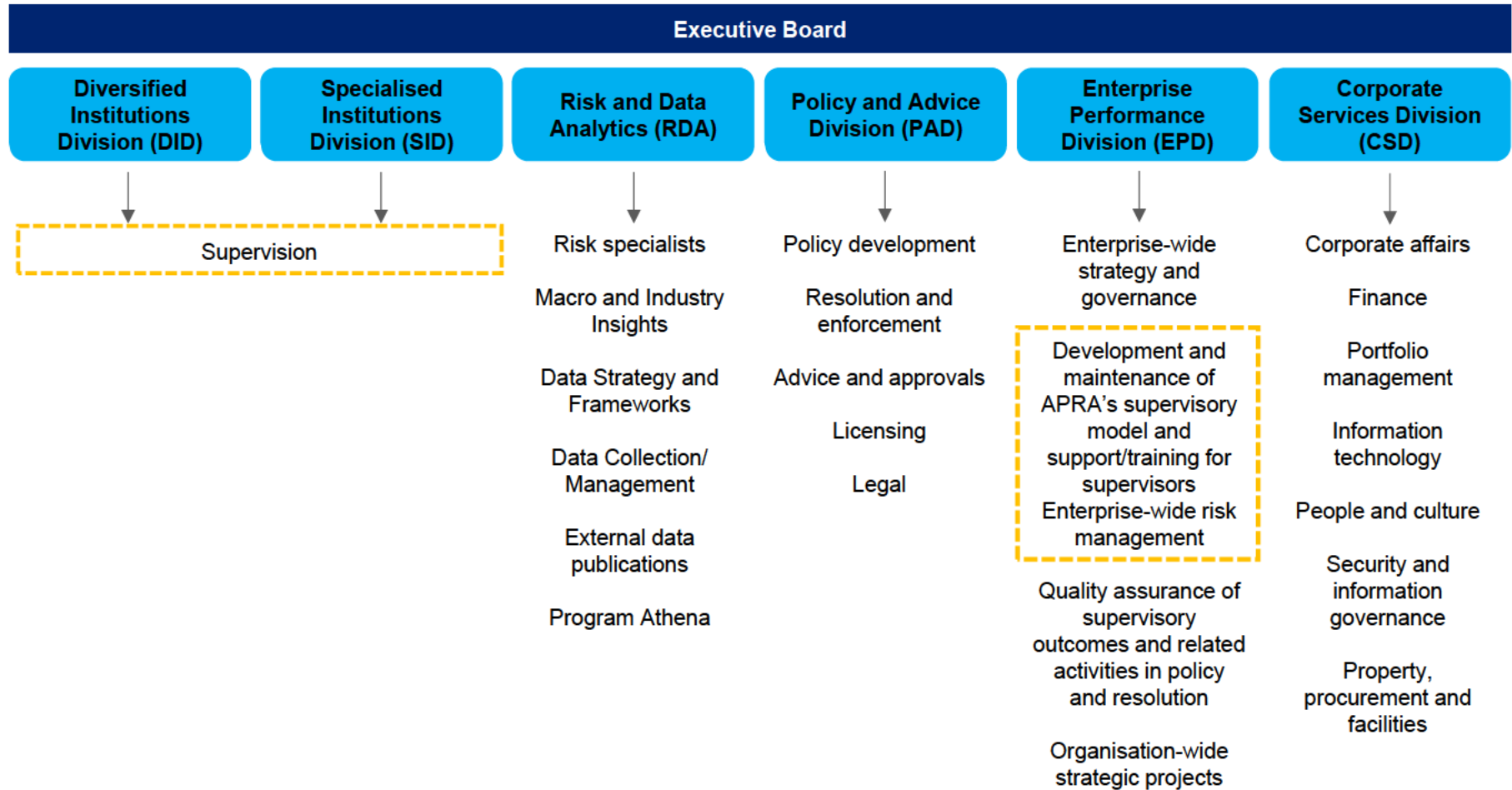
OUR VALUES

Integrity
Respect
Collaboration
Excellence
Accountability

OUR STRATEGIC PRIORITIES



Where we sit in APRA's organisational structure



Snapshot



1. Our role

APRA is a supervision-led organisation and derives its mission and vision directly from its mandate.

2. Expectations

The expectations of APRA are significant and heightened following the Royal Commission and other external events. It follows that the public would expect APRA to be at the leading edge of supervisory practice.

3. Our capabilities

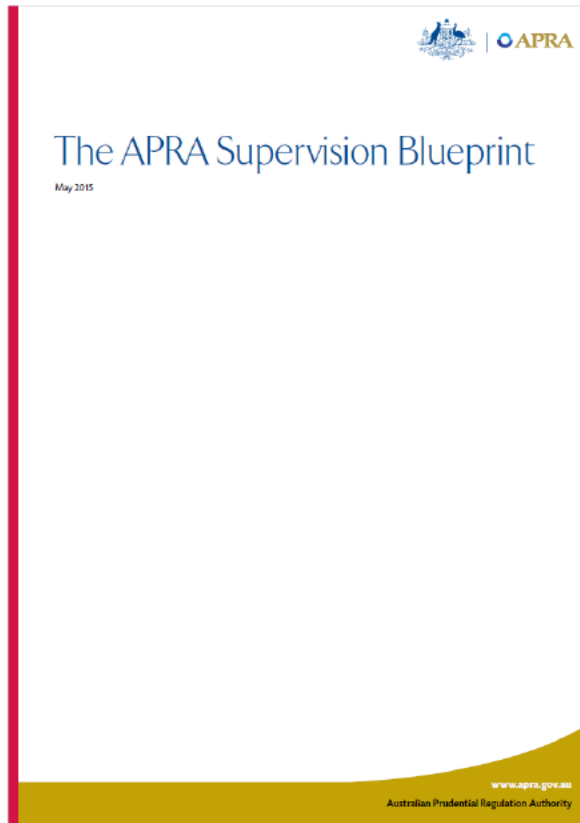
APRA's supervision approach is supported by the three core capabilities detailed in APRA's 2018-2022 strategic plan. A major review of APRA's supervision philosophy and model is underway as one of the key initiatives within the strategic plan. This review is designed to achieve a strengthened, contemporary supervision model that is fit for purpose and for the future, and better able to respond to a changing environment.

4. Outcomes

Our supervision model is fundamentally sound and has held us in good stead over time. The model has evolved in response to the shifting landscape and the major review underway is designed to continue this evolution.

APRA's current supervision model

APRA's Supervision Blueprint



Evolved over time

Fundamentally sound

Requires adaptation and strengthening in response to changed practices, new and emerging risks and the shifting environment

APRA's Supervisory Approach



Risk-based

Directing supervisory resources and activities to the areas of greatest risk or impact.

Forward-looking

Using data and other information to anticipate emerging risks and an entity's preparedness to handle them.

Outcomes-focussed

Focussing on the achievement of a supervisory outcome, rather than merely follow a process.

Principles-based

Recognising the complexity and diversity of the financial sector by setting high-level principles for entities to comply with, complemented by prescription where appropriate.

consistent with APRA's values

Integrity, Collaboration, Accountability, Respect, Excellence

Supervision cycle



Supervision cycle & risk appetite



No tolerance for lack of action by supervisors in response to an **institution that has not demonstrated honesty and openness** or where there is a material problem at the institution

Will not tolerate the failure by responsible APRA staff to **act in a timely manner** to avert/minimize an institution failure or significant industry issue once we have relevant information available



Not willing to tolerate **impaired understanding of a material risk** associated with a particular institution or industry

Moderate tolerate for less frequent supervisory interaction with smaller and lower risk institutions provided there are no known issues or problems that require attention



RISK IDENTIFICATION

1

Supervision activities,
analysis and findings



Quarterly Financial Analysis

Analysis of the institution's submitted quarterly financial data in the context of other information (e.g. budgets, capital plans) and industry and market related insights.



APRA

Other Supervision Activities

A broad range of activities, including analysing specific information requested from a regulated entity, information that is requested from regulated entities to support industry analysis, and targeted inquiries.

Prudential Engagement

Can take the form of a **Prudential Meeting**, a **Prudential Consultation** or a **Prudential Review**. Supervisors determine which form of engagement is most appropriate. Includes Board and Board Chair engagements.

Lodgement Analysis

The review of information mandated by Prudential Standards to be submitted to APRA such as external audit reports and actuarial reports



Thematic Review

A coordinated supervisory activity targeting multiple institutions concurrently that enables APRA to assess and respond to an industry-wide risk or area of concern present in one or more industries.

Home Regulator Contact

For foreign owned subsidiaries and branches of foreign institutions, supervisors should maintain contact with the home regulator.

Risk Identification – Baseline Requirements



Absolute **minimum level of supervision** needed to gain a satisfactory understanding of an entity's risk profile.

Activities		Impact Rating				Tolerance
		Extreme	High	Medium	Low	
Prudential Engagement						
Options: <ul style="list-style-type: none"> • Prudential Meeting; or • Prudential Consultation; or • Prudential Review 	ADI, GI, LI, PHI and Super (excluding FABs)	12 months as a Prudential Consultation	12 months			3 months
	FABs	24 months				3 months
	Other	36 months				3 months
Other Baseline Activities						
Contact with home regulator <i>(for foreign-owned entities)</i>		12 months	24 months		3 months	
Financial Analysis <i>(excluding SAFs and single member ADFs)</i>	ADI, GI, LI, PHI, Super and Other (for Foreign ADI Branches supervised by SID FAB team see below*)	Quarterly				N/A
	*Foreign ADI Branches (supervised by SID FAB team)	Quarterly	Half-Yearly	Annually	N/A	
Lodgement Analysis		3 months from submission				N/A
PAIRS <i>(excluding RSE-level PAIRS for superannuation)</i>		12 months				N/A
Supervisory Action Plan		12 months				N/A

Risk Identification – Quarterly Financial Analysis



Hallmarks of strong financial analysis

Targeted – A risk based approach to analysis that enables the depth of analysis to be tailored reflecting the size, complexity and risk profile of the entity

Forward looking – Past and current performance is used to assess future performance and form a view of current and emerging risks

Benchmarked – Comparisons are made to key benchmarks, such as regulatory limits or supervisory triggers, and comparison to peers where relevant

Integrated – A holistic view of risk(s) to the entity and inter-linkages identified within the data

Risk Identification – Quarterly Financial Analysis



APRA

Full Quarterly financial analysis

Entity Name			
Period reviewed		SOARS stance	

Entity financial outlook	↑ Positive → Stable ↓ Negative
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Provide an opinion on the financial outlook for the entity over the next 12 months. Highlight:

- Rationale and key drivers for the outlook
- Any emerging risks identified
- Key risks that should continue to be monitored closely in future QFAs

Key risk areas	Current position	Outlook (next 12 months)	
Strategy planning &	Assess recent trends in key financial metrics for each area. Include any material unexpected changes or emerging trends in risk indicators.	Provide an opinion on whether trends are likely to deteriorate, stabilise or improve over the next 12 months.	↑
Capital	•	•	→
Earnings	•	•	↓
Liquidity risk	•	•	
Credit risk	•	•	
Market & investment risk	•	•	
Operational risk	•	•	
Insurance risk	•	•	

Follow-up actions from previous quarterly analysis, if any	Follow-up actions from current quarterly analysis

Include any specific supervisory actions or follow up activities for issues outstanding and/or any proposed changes to PAIRS and/or SAP	Include any specific supervisory actions or follow up activities for issues outstanding and/or any proposed changes to PAIRS and/or SAP
---	---

Sign-offs	Name	Date
Prepared by		
Approved by	Sign-offs are in accordance with the sign-off protocols	

Detailed analysis

PAIRS category e.g. Liquidity Risk

Supervisors should use this section to present the analysis on specific risk areas. A full QFA would generally include some detail on each risk. An abbreviated QFA would include discussion on any areas where exceptions were triggered or where material risks and issues are identified from the analysis of key metrics.

Supervisors are encouraged to be succinct and structure their analysis holistically in terms of the PAIRS categories and any other issues that may arise. See QFA procedure for further guidance.

Attachment

Include a table of key metrics analysed as an attachment. Charts and shorter tables can be incorporated within the detailed analysis where needed.

Risk Identification – Prudential Review



Purpose

- Form assessments of key inherent risks and the adequacy of management and controls to address those risks
- Usually targeted at specific risk area(s) relevant to the institution
- Identify risks (where review is not specifically risk-based)

Action from Prudential Review	Description
Requirement	Matters will typically relate to either the entity's failure to comply with legislation or prudential standards, or a fundamental deficiency in the entity's risk management and/or governance practices. The entity must undertake specific action to address the associated matter.
Recommendation	Matters will typically relate to areas of risk management and/or governance that whilst not fundamentally deficient, could be improved. The entity is expected to consider formally the implementation of what is being put forward.
Request for additional information	Matters will typically relate to areas where information was either absent, incomplete or inconclusive. The entity is required to provide that information within the specified timeframe.
Suggestion	This represents the opportunity for the entity to move towards better practice. Subsequent follow-up action in relation to suggestions is usually performed in the context of better practice considerations and does not involve timeframes for implementation.



RISK ASSESSMENT & RATING

2

Probability and Impact Rating System (PAIRS)



Risk Assessment - PAIRS



APRA

Probability and Impact Rating System (PAIRS)

- Rating tool used to determine the **probability** of failure of a regulated institution and potential **impact** on the financial system of the failure.
- Designed to assess risk across all APRA-supervised entities in a **consistent** manner
- One model covering all industries
- Five probability rating categories
- Four impact rating categories
- PAIRS assessment is required for all licensed institutions. Can also be done at the Group/NOHC level at the discretion of supervisory teams.
- PAIRS assessments are reviewed **at least every 12 months**

Risk Assessment – PAIRS



INHERENT RISK	MANAGEMENT AND CONTROL
<p>Identify inherent risks by understanding:</p> <ul style="list-style-type: none">• the main business activities and strategies of an institution• the entity's risk appetite• nature of the products and services offered	<ul style="list-style-type: none">• The process by which an institution identifies, measures, monitors and controls inherent risk• Requires supervisors to review the policies, practices, systems and controls established by the entity for a particular risk• Assessment involves determining the effectiveness of the controls in place to mitigate identified inherent risks

Risk Assessment – PAIRS



The probability of failure

PAIRS Category	Inherent Risk	Management and Control	Net Risk	Significance Weight
Board	Significance Weight applied to 'Net Risk'		(0-4)	%
Management			(0-4)	%
Risk Governance			(0-4)	%
Strategy and Planning	(0-4)	(0-4)	(0-4)	%
Liquidity Risk	(0-4)	(0-4)	(0-4)	%
Operational Risk	(0-4)	(0-4)	(0-4)	%
Credit Risk	(0-4)	(0-4)	(0-4)	%
Market and Investment Risk	(0-4)	(0-4)	(0-4)	%
Insurance Risk	(0-4)	(0-4)	(0-4)	%
Net Risk Total	'Net Risk' is the simple average of Inherent Risk and Management and Control		(0-4)	100%
Coverage/ Surplus			(0-4)	%
Earnings			(0-4)	%
Access to Additional Capital			(0-4)	%
Capital Support Total			(0-4)	100%
Overall Risk of Failure			(0-4)	



3

RISK RESPONSE

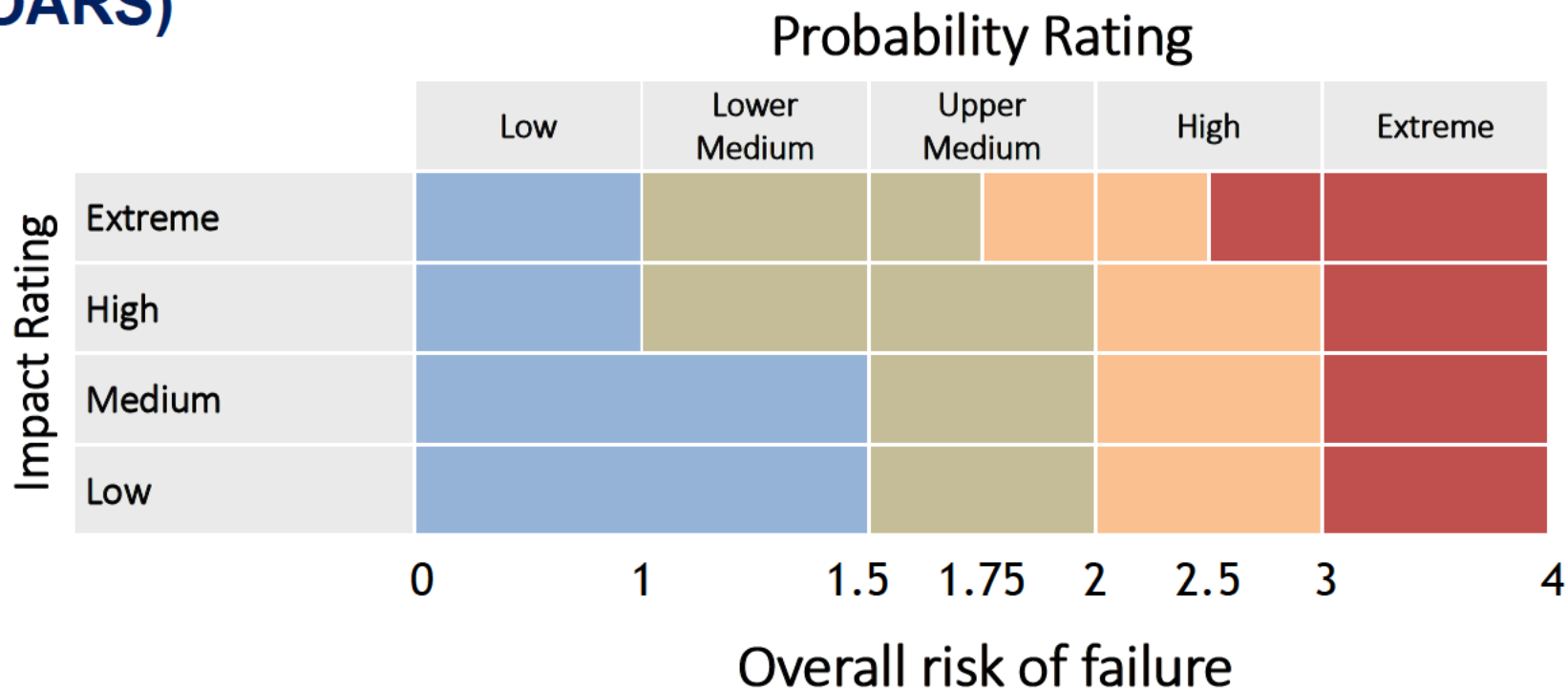
Supervisory Oversight and Response System (SOARS), Supervision strategies and action plans



Risk Response - SOARS



Supervisory Oversight & Response System (SOARS)



	Normal
	Oversight
	Mandated Improvement
	Restructure

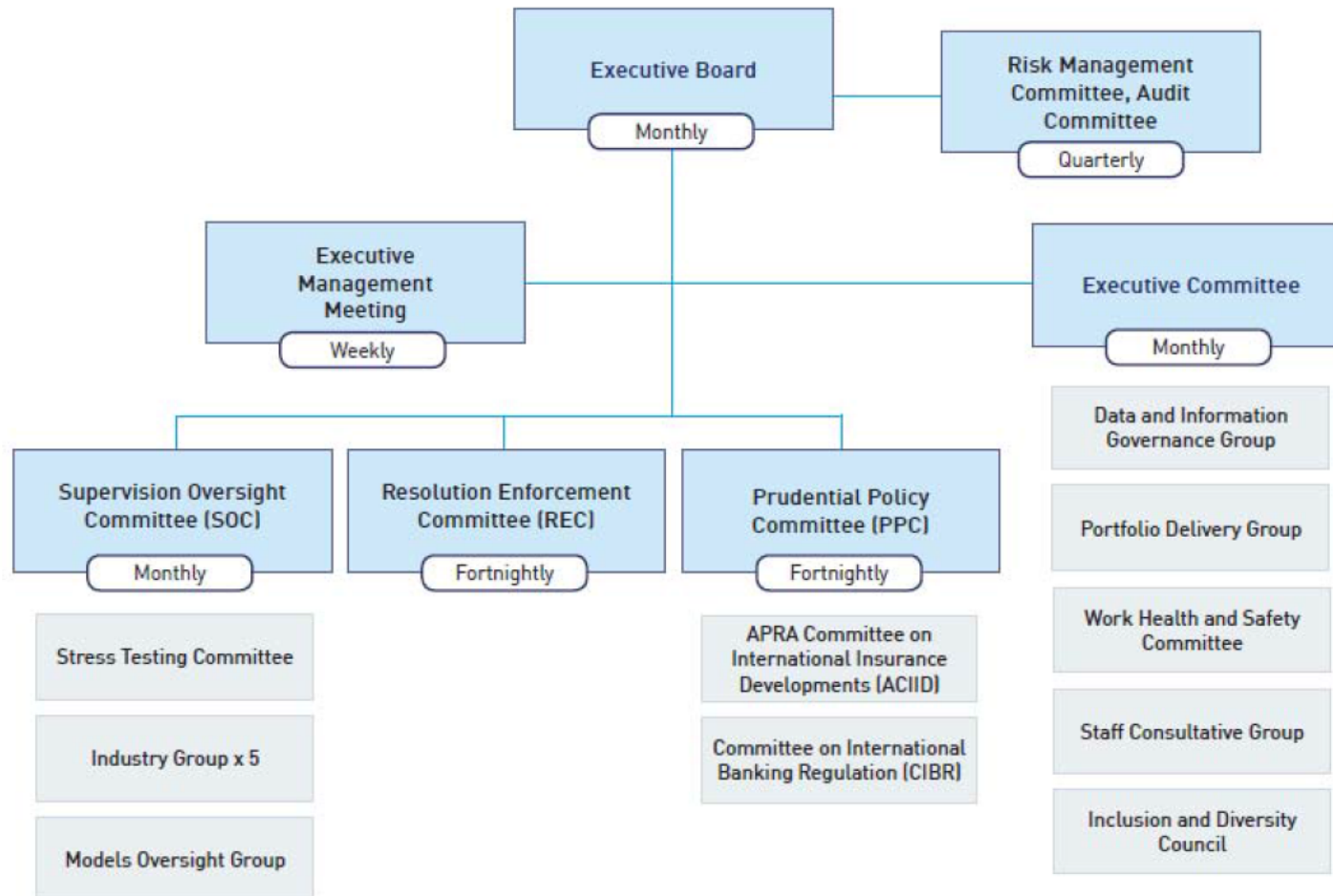


Supervisory approach and intensity

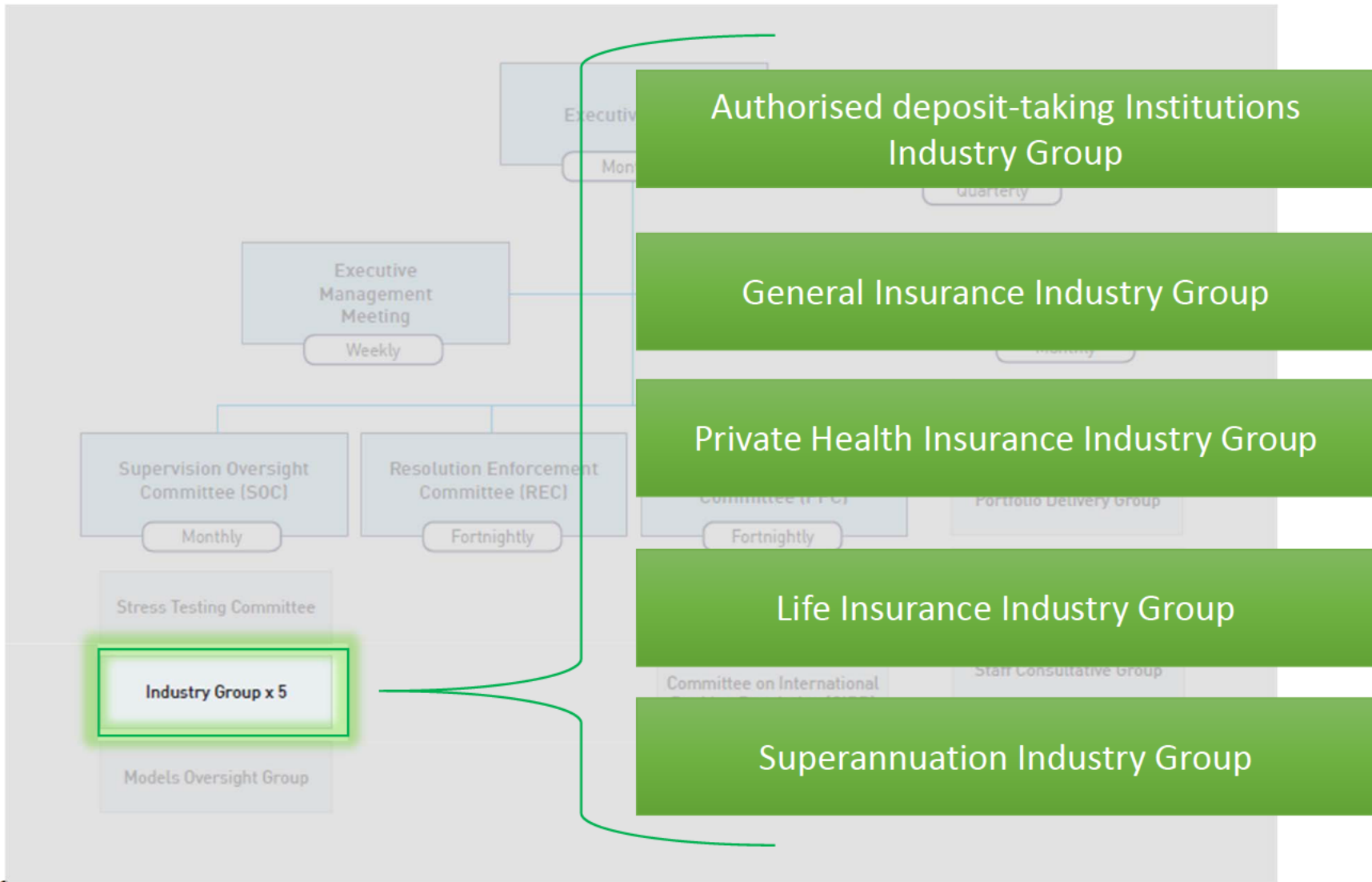
Normal	Ongoing collection and analysis of data supported by prudential reviews.
Oversight	Significant increase in supervision intensity however entity is not considered likely to fail. More frequent information and visits. Board and senior management given strong signals of concern.
Mandated Improvement	Entity produces and executes a remediation plan. Transitional classification. Either improve or exit the industry.
Restructure	Entities have failed or are about to fail. Full use of supervisory and legislative powers to protect beneficiaries.

Governance, reporting, controls and quality assurance

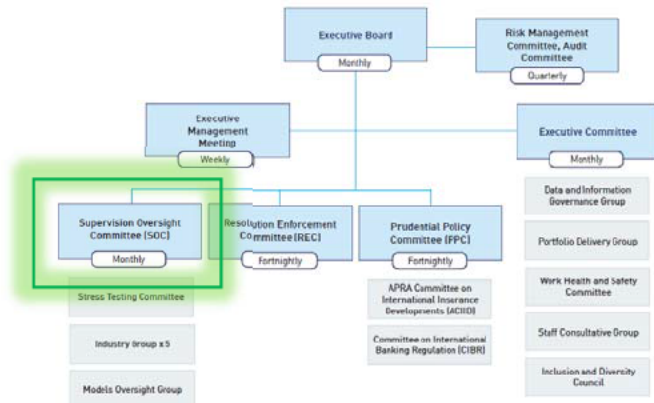
APRA's Governance Structure



APRA's Governance Structure



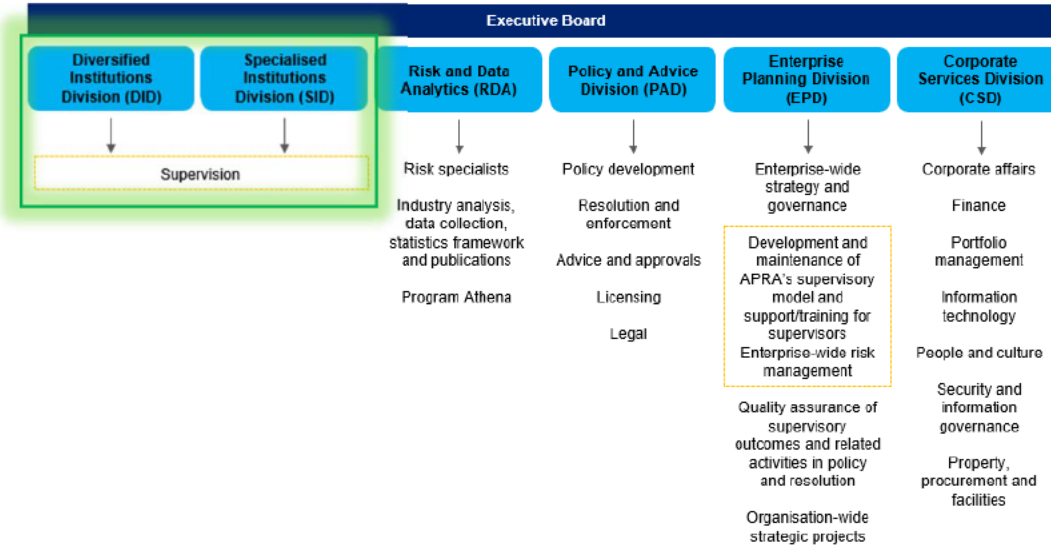
Reporting - SOC



- **Audit items report**
 - Tracking of action items from both internal and external audit that are overseen by SOC
- **Frontline Watchlists**
 - Provide visibility of entities with significant or perceived significant concerns that potentially can lead to significant prudential risks or those that may require enforcement action

- **PAIRS report**
 - List of entities in Mandated Improvement, and those that have a SOARS upgrade from Mandated Improvement to Oversight, as well as Oversight entities close to Mandated Improvement
- **Resource Allocation Report**
 - Analysis of how APRA allocate resources on supervision and non-supervision activities and enforcement related activities
- **Exceptions based management reporting**
 - Provide aggregated management view on exceptions, enabling consistent financial metrics to help with business decisions

Reporting – Division level



Baseline

- PAIRS
- SAPs
- Prudential Engagements
- QFAs
- Lodgement Analysis
- Contact with Home Regulator

Prioritisation, resourcing & decision making

- Upcoming and overdue tasks
- Resource Allocation reports
- Proactive/Reactive KPI report
- Delegations report
- Watchlists
- Whistle-blowers

Timeliness

- Time taken to send PC/PR report
- Time taken to send PRA (internal report) to frontline
- Time taken to jointly sign PRA (internal report)

Sign-off protocols



APRA

Sign off protocols

The sign off protocols below define the minimum level of sign off required for all core supervision activities including prudential reviews, prudential consultations, quarterly financial analysis, lodgement analysis, PAIRS assessments and supervisory action plans. The sign off protocols exclude approvals and interpretations which are captured as part of the decision-making procedures.

Entities not yet in the PAIRS population (e.g. new licensee) require sign off by the GM. In this scenario, for SID Northern Region, sign off is required by the SID EGM.

Low and medium impact entities

		To probability rating				
		Low	Lower Medium	Upper Medium	High	Extreme
From probability rating	Low	Manager/PA	Manager/PA - Advise SM	SM - Advise GM	GM - Advise EGM ¹	EGM
	Lower Medium	Manager/PA - Advise SM	Manager/PA	SM - Advise GM	GM - Advise EGM ¹	EGM
	Upper Medium	SM - Advise GM	SM - Advise GM	Manager/PA	GM - Advise EGM ¹	EGM
	High	GM - Advise EGM ¹	GM - Advise EGM ¹	GM - Advise EGM ¹	SM	EGM
	Extreme	EGM	EGM	EGM	EGM	SM

High impact entities

		To probability rating				
		Low	Lower Medium	Upper Medium	High	Extreme
From probability rating	Low	SM ³	SM - Advise GM	GM - Advise EGM ¹	EGM	EGM
	Lower Medium	SM - Advise GM	SM ³	GM - Advise EGM ¹	EGM	EGM
	Upper Medium	GM - Advise EGM ¹	GM - Advise EGM ¹	SM ³	EGM	EGM
	High	EGM	EGM	EGM	GM ²	EGM
	Extreme	EGM	EGM	EGM	EGM	GM ²

¹ Entities supervised by SID Northern region require sign off by the Head of Northern region with advice to the SID EGM where required.

² Entities supervised by SID Northern region require sign off by the SID EGM.

³ Quarterly financial analysis, lodgement analysis, prudential review and prudential consultation scoping documents, confirmation letters/agendas and management/closure of prudential review findings can be signed off by the Manager / Principal Analyst.

** Advice is a post-approval notification. This step is not automated.

Extreme impact entities

		To probability rating					
		Low	Lower Medium	Upper Medium	High	Extreme	
From probability rating	Low	GM ^{1,4}	GM - Advise EGM ¹	GM - Advise EGM ¹	EGM	EGM	EGM
	Lower Medium	GM - Advise EGM ¹	GM ^{1,4}	GM - Advise EGM ¹	EGM	EGM	EGM
	Upper Medium	GM - Advise EGM ¹	GM - Advise EGM ¹	GM ^{1,4}	EGM	EGM	EGM
	Medium	EGM	EGM	EGM	GM ²		
	High	EGM	EGM	EGM	GM ²	EGM	EGM
	Extreme	EGM	EGM		EGM	EGM	

SOARS stance	Normal	Oversight	Mandated Improvement	Restructure
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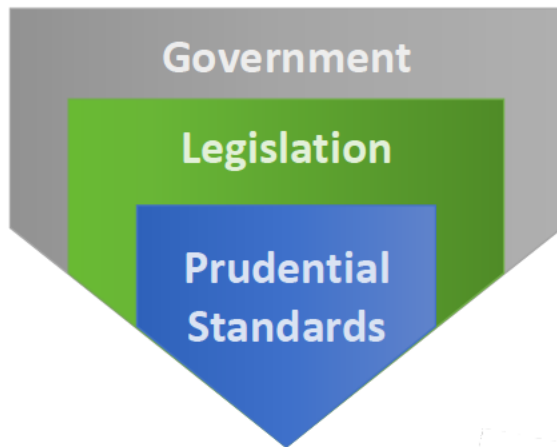
¹ Entities supervised by SID Northern region require sign off by the Head of Northern region with advice to the SID EGM where required.

² Entities supervised by SID Northern region require sign off by the SID EGM.

⁴ Quarterly financial analysis, lodgement analysis, prudential review and prudential consultation scoping documents, confirmation letters/agendas and management/closure of prudential review findings can be signed off by the Senior Manager.

** Advice is a post-approval notification. This step is not automated.

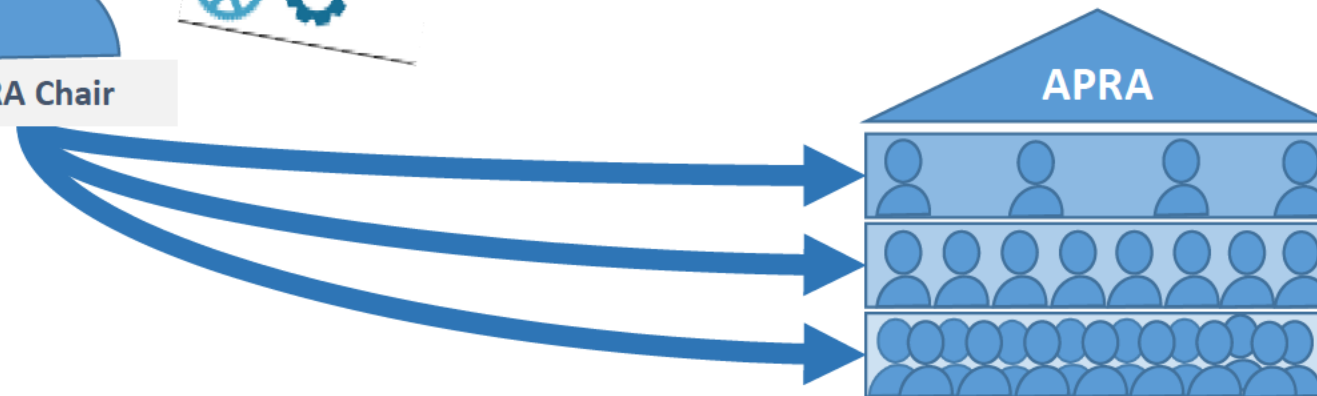
Decision Making Procedure (DMP)



Delegated Level	Legislation	Provision	Delegated to	Description	Position of Delegate	Initial External Public (IEP) for advice	Initial External Point (IEP) for a decision	Other support roles the IEP or delegate must consult with	Documents required to be provided to APRA under legislation, regulations or procedural standards	Other documents which typically assist APRA in the decision-making process	Effective Date	Comm. Date	Comments
3	APS 111 Capital Adequacy Measurement of Capital	Art O para 1G)	No	Requires an ADI to obtain an independent legal opinion	Level 5		Advice & Approvals				1/01/2018		
2	APS 111 Capital Adequacy Measurement of Capital	Art H para 16B)	No	Approval to exercise a Tier 2 capital call option	Level 5		Advice & Approvals		Written request to exercise a call and perform a capital reduction	Capital position after call, details of replacement instrument	1/01/2018		
3	APS 111 Capital Adequacy Measurement of Capital	Art H para 1J)	No	Not allow inclusion of an instrument as part of Tier 2 Capital where considered that the reference rate is sensitive to the credit standing of the issuer	Level 5		Advice & Approvals			All issue documents Accounting, legal and tax opinions self assessment against criteria in APS 111	1/01/2018		
1	APS 111 Capital Adequacy Measurement of Capital	Art H para 1)(a)	Yes	Approve a replacement capital injection that is not equal in dollar quality capital or is a different amount to the original issue	General Manager				Written request All issue documents for both instruments (current and replacement)	Accounting, legal and tax opinions self assessment against criteria in APS 111	1/01/2018		
3	APS 111 Capital Adequacy Measurement of Capital	Art H para 15)	Yes	Requires an ADI to provide an independent expert opinion confirming that as implemented meets the requirements in APS 111 (and 110B) (Tier 2) that calling a Tier 2 instrument and replacing it with another with a higher credit spread will not result in a deterioration of capital	Level 4		Advice & Approvals				1/01/2018		
1	APS 111 Capital Adequacy Measurement of Capital	Art H para 6)	No	Requires an ADI to provide an independent expert opinion confirming that an instrument meets the requirements in paragraphs 12 and 14 of Attachment 1 of APS 111	Level 5						1/01/2018		
1	APS 111 Capital Adequacy Measurement of Capital	Art H para 7)	No	Requires an ADI to provide an independent expert opinion confirming that an instrument meets the requirements in paragraphs 12 and 14 of Attachment 1 of APS 111	Level 5						1/01/2018		
	APS 111 Capital Adequacy Measurement of Capital			Issue a notice to an ADI that	Executive								



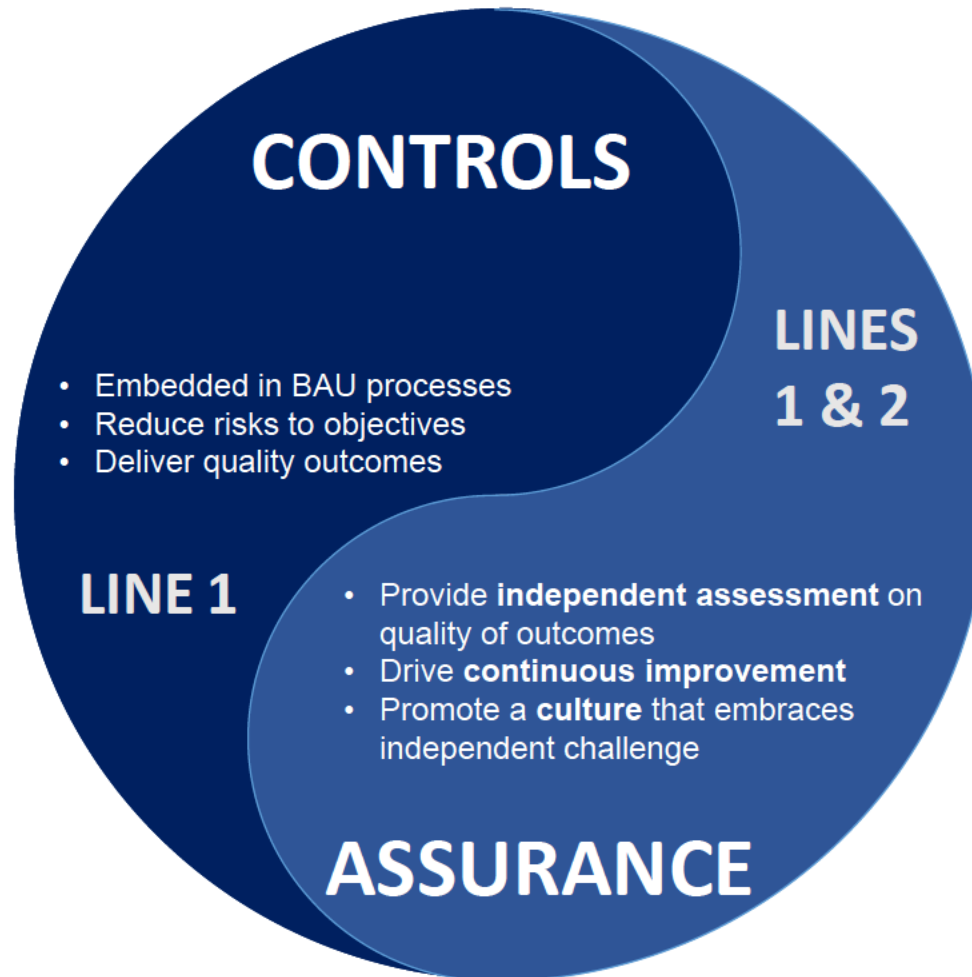
DMP is a procedure and a reference table of almost 2,500 decisions delegated to supervision



Alignment with Quality Assurance Framework



The supervision framework captures controls and the QA framework captures assurance



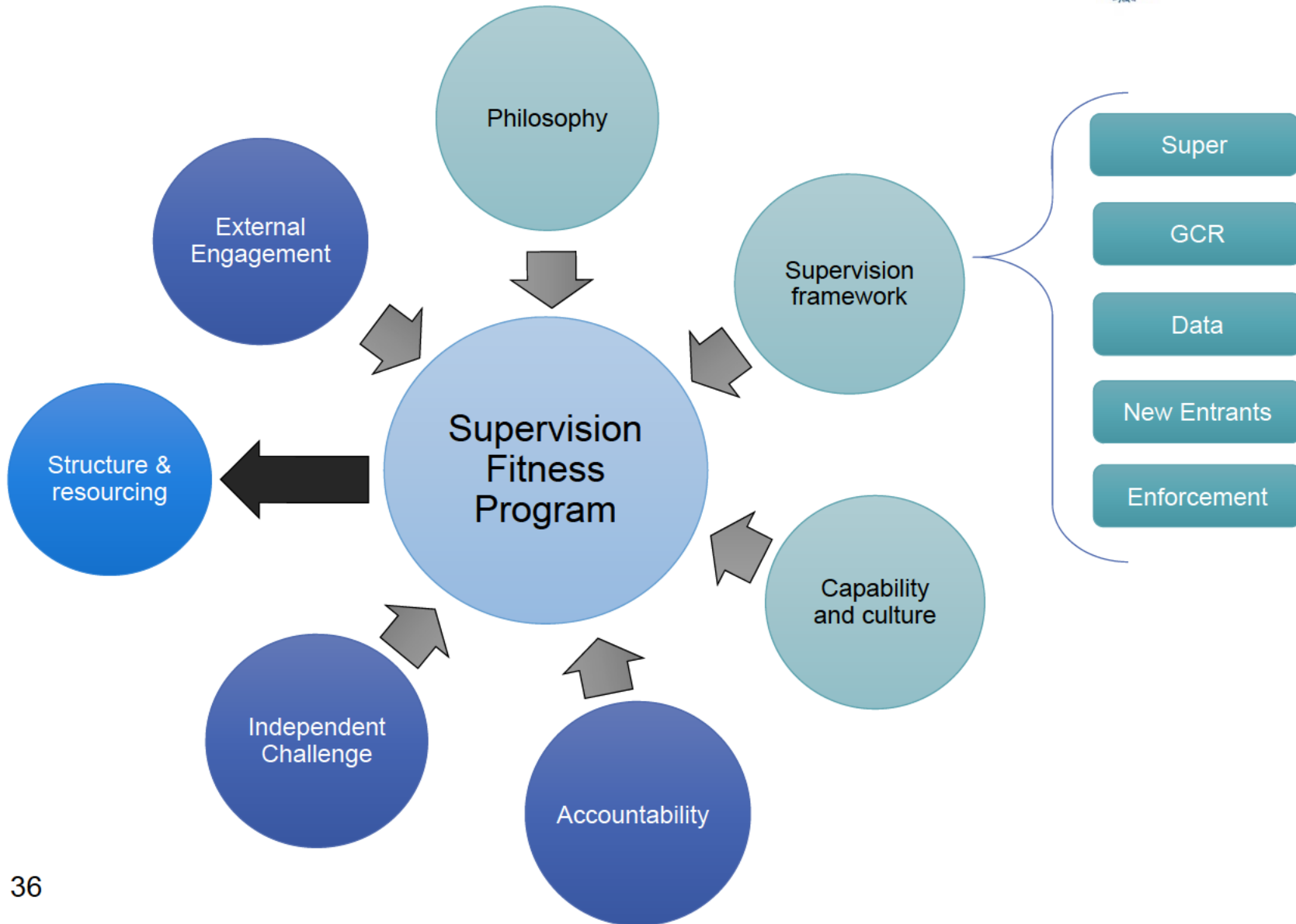
Supervision model review

Review of APRA's Supervision model

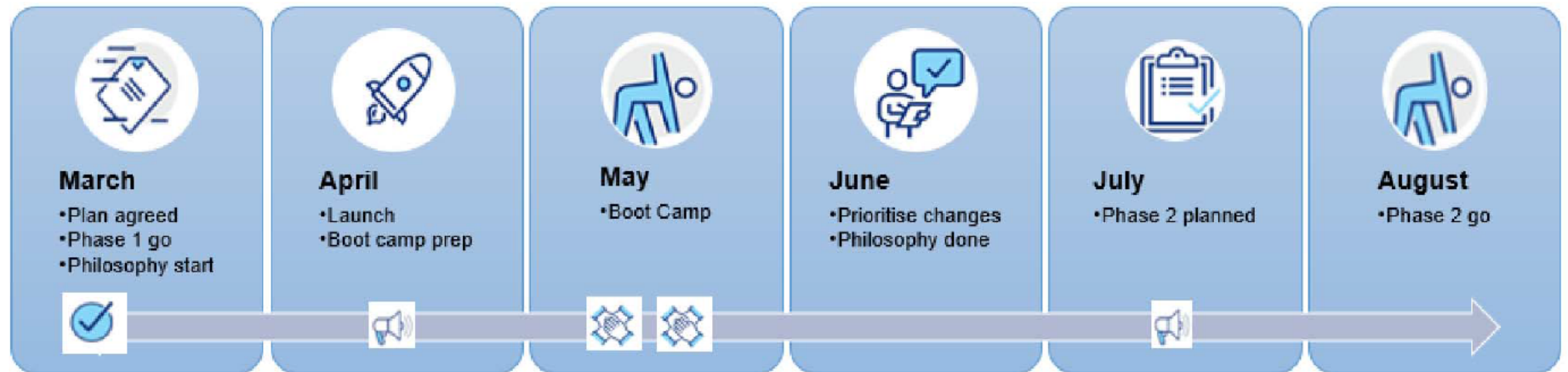
Supervision Fitness Program



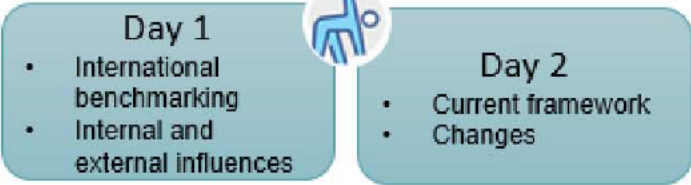
Supervision Fitness Program - Scope



Supervision Fitness Program - Flight Path



Boot Camp
10 per division



Supervision Fitness Program – Flight path (detail)



1. (P) Philosophy

Current State

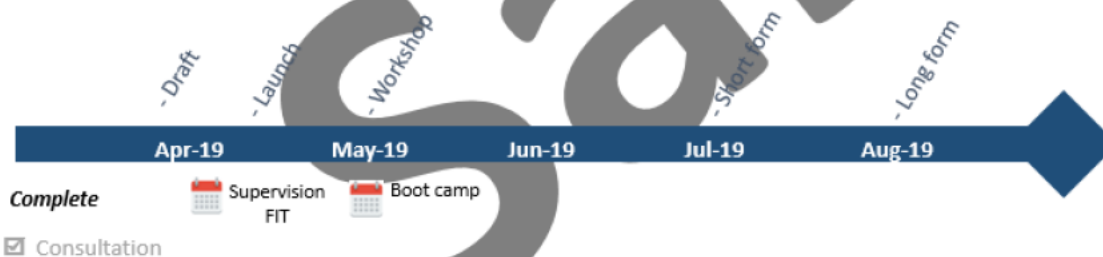
Risk-based, outcomes focussed, forward-looking, underpinned by range of key elements documented in 2015 Blueprint

Desired State

Revised statement to set the tone for changes in supervisory approach and mindset

Objective: A clear, contemporary statement from the ‘top of house’ that provides the expectations, emphasis and direction for our supervisory model.

Activity	Who	When	Status
1. Workshops with Divisional Exec teams	SAS & Divisional Exec teams	Q3 / 18	<input checked="" type="checkbox"/> Done
2. Workshops with Executive General Managers	SAS & EGMs	March 19	<input checked="" type="checkbox"/> Done
3. Draft Philosophy socialised and underpinning elements workshopped	Bootcamp	8/9 May	On-track
4. Draft Philosophy alignment with risk appetite	SAS & EPD	June 19	Not started
4. Finalise Philosophy – short form	SAS & SOC	July 19	Not started
5. Internal communication	SAS	July 19	Not started
6. Finalise Philosophy – long form	SAS & SOC	August 19	Not started





END

Deeper dive @ 1.30pm

