



IPI Consulting

INSIGHTS • PERFORMANCE • IMPACT

CAPABILITY STATEMENT

2018

COMPANY DETAILS

- ◆ Insights Performance Impact (IPI) Consulting Pty Ltd
 - ◆ Based in Melbourne, Australia
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SERVICES

IPI Consulting specialises in the delivery of review and assurance services. We provides a range of services:

Evaluations/ Program Reviews

Our evaluations/ program reviews are carefully tailored to client's needs to provide targeted assessments of organisational or program performance. Our bespoke reviews are custom designed to meet client's specific objectives and can assess the design, implementation and/or impact of programs delivered by the public and private sector. We provide actionable insights that support continuous improvement in program development, delivery and strategy.

Audits of effectiveness, efficiency, economy and/or of internal controls

Our performance audits can assess the effectiveness, efficiency and/or economy of critical programs and initiatives, including compliance with relevant legislation. They are designed and conducted in accordance with Australian Auditing Standards applicable to performance audits issued by the Auditing and Assurance Standards Board including, where relevant, legislation and standards specified locally by audit offices. Our internal audits evaluate the design and performance of internal controls, and comply with with the Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors (IIA).

Project Assurance Reviews

We undertake focused reviews of key organisational initiatives and programs in early implementation to provide assurance that projects are soundly based, progressing as planned, and on-track to deliver the intended benefits. We provide strategic insights on current project management strengths and factors impeding achievement of objectives, and make constructive recommendations that help organisations leverage improvement opportunities.

Audit Quality Assurance Reviews

We conduct quality assurance reviews of internal and external audits against applicable Australian Standards, and draw upon our extensive experience with these engagements to provide balanced strategic insights and practical recommendations for strengthening audit methodologies and related processes.

Engagement Quality Control Reviews

We provide constructive Engagement Quality Control Reviews (EQCR) for performance audits in-progress that increase confidence over audit rigour by providing independent assurance on the sufficiency and appropriateness of evidence underpinning key audit findings and conclusions.

Assisting Agencies with External Performance Audits

We can assist public and private sector entities with responding to an external performance audit by:

- ◆ conducting a pre-audit of your key programs/ initiatives that can confirm good practice, identify opportunities for improvement, and offer practical recommendations and advice to strengthen performance
- ◆ facilitating a more efficient and productive audit process by enhancing the capacity and capability of your staff to respond to an external performance audit, or through acting as your central internal coordinator and liaison with external auditors.

Supporting the Capacity of Audit Offices

We have the capability to manage all facets of outsourced performance audits from conception to completion, or to support the capacity of audit offices in any aspect of the planning, conduct and/or reporting of performance audits.

Audit and Governance Advice

We provide audit and governance advisory services that include:

- ◆ assisting organisations to strengthen their internal performance monitoring and governance frameworks
- ◆ designing audit and performance monitoring frameworks for public and private sector entities and their programs.

ABOUT IPI CONSULTING

Our core mission is to provide our clients with strategic insights that can improve their operational performance and impact, and assist them to make better informed business decisions.

Our assurance engagements are custom designed to suit our clients' specific needs. Through rigorous and carefully executed performance audits and reviews, we provide evidence-based advice to our clients on strategic and operational opportunities to improve their business performance.

We deliver high quality work and value to clients. We bring extensive experience undertaking assurance reviews of public sector entities and their programs and services, on time and within budget.

IPI Consulting's Managing Director, Steven Vlahos, has been delivering assurance services in the public sector since 2002. Steven was formerly the Assistant Auditor-General, Performance Audit at the Victorian Auditor-General's Office (VAGO) where he led VAGO's performance audit practice and extensive performance audit program. Steven has overseen the delivery of numerous high quality performance audits covering all major sectors including, infrastructure, local government, health, education, justice, environment, and transport.

Steven has also worked for leading Australian and international professional services firms offering research services to large Australian companies and public sector clients.

Steven has a Bachelor of Science (Statistics), Master of Applied Science (Social statistics), and a Certificate IV Training and Assessment. He is a member of Australian Institute of Company Directors (MAICD), Australian Evaluation Society (AES), Institute of Public Administration Australia (IPAA) and Institute of Internal Auditors -Australia (IIA).



WHY CHOOSE IPI CONSULTING?

IPI Consulting will take the time to understand your operating environment, and has the experience and skills to provide you with assurance and strategic insights on matters critical to your business performance and impact.

The increasing convergence of the public and private sectors along with advances in technology is rapidly transforming the environment in which public sector entities operate. These changes are increasing the community's expectations for more effective, efficient and responsive public sector services, and are introducing new risks, complexities and challenges to public sector accountability and governance.

Steven Vlahos has developed a depth of understanding of the performance challenges faced by agencies through his previous roles and extensive assurance engagements across the public, local government and not-for-profit sectors.

Steven can deliver value to clients through:

- ◆ His **strong track record** and extensive experience in **successfully delivering complex audits** and reviews **for over 15 years** in the public sector.
- ◆ His ability to source and facilitate **access to highly reputable specialists** and subject matter experts as required on individual performance engagements in consultation with clients.
- ◆ Delivering **high quality, independent and objective insights and recommendations** through a constructive, professional engagement approach that address the root causes of issues.
- ◆ His **strong commitment** and track record of meeting **secrecy and confidentiality** obligations, and to identifying and appropriately managing any actual or perceived conflicts of interest.
- ◆ His **extensive experience in delivering high quality succinct, insightful reports and presentations** to senior agency executives, members of parliament, ministers and other stakeholders.

"Steve consistently delivers value through insights gained from many years operating as a highly skilled assurance practitioner. I recommend him to any organisation requiring a strategic mindset combined with a pragmatic approach to solving problems and mitigating risks."

Andrew Greaves, Auditor-General of Victoria, Victorian Auditor-General's Office

"Steve Vlahos is one of the best analysts I've encountered. His work is always strategic, lucid, meticulously researched, and above all, genuinely helpful. I'd recommend him to any organisation looking for candid, balanced reviews which offer genuinely useful pathways."

Dr Peter Frost, Former Deputy Auditor-General, Victorian Auditor-General's Office.

Steven's other strengths include:

- ◆ **A deep knowledge of auditing standards, methodologies and practices** – Steven possess comprehensive knowledge of Australian standards applicable to internal and performance audit/ reviews and is expert at developing innovative audit/ review methodologies and performance monitoring frameworks.
- ◆ **Highly developed project management skills** – delivering high value, on budget and on time, every time.
- ◆ **Excellent stakeholder engagement skills** – Steven has the ability to effectively consult with diverse stakeholders regardless of the subject matter or context to get to the crux of a problem and identify solutions that have stakeholder buy-in. Steve has consulted with thousands of stakeholders including senior executive staff, peak-bodies, special interest groups, citizens, members of parliament and ministers.
- ◆ **Capacity to distil findings from complex issues**– using critical thinking to analyse complex problems and diverse issues, Steven consistently delivers actionable findings and recommendations that address the root causes of issues.
- ◆ **A strong collaborative approach to working with clients** - always balancing the need for flexibility with the need to manage expectations, budget and timeframes. Steven will spend time with clients at the outset to make sure he understands their specific issues and needs. A tailored proposal and quote will then be prepared in response to this.

TRACK RECORD – PROJECT EXAMPLES

Here are some examples of recent and past engagements led by Steven.

Project	Description
Review of departmental performance measures for Inquiry into the 2018-19 Budget Estimates (2018)	Engaged by the Public Accounts and Estimates Committee (PAEC) of the Victorian Parliament to evaluate the departmental performance measures supporting the 2018-19 State Budget.
Performance audit of NSW unsolicited proposal process for the sale of a large state-owned public utility (2018)	Engaged by the Audit Office of New South Wales to examine the probity and effectiveness of the approximately \$16 billion transaction process.
Performance audit of ACT tender process for the disposal of public land (2017)	Engaged by the ACT Audit Office to examine the tender process and ensuing land swap arrangement underpinning the sale of publicly owned land.
Probity Review of ACT Land Transactions (2017)	Engaged by ACT Audit Office to review the tender and probity risks relating to specified land transactions.
Peer Review of updates to 'Advanced Audit and Assurance' module of the CPA Program for CPA Australia (2017)	Engaged by DeakinCo, on behalf of CPA Australia, to independently review the appropriateness and accuracy of CPA Program course content relating to 'Performance Engagements'.
East West Link Project (2015)	<p>Report assessed the full costs of the East West Link Project, adequacy of the related business case including advice to government on the merits of proceeding with and terminating the project.</p> <p>This report received significant public attention and remains a topic of discussion nationally in auditing and academic circles.</p>
Operational Effectiveness of Myki Ticketing System (2014)	Post implementation review and assessment of the benefits received from the Myki ticketing system and contract.
Tendering of Metropolitan Bus Contracts (2014)	Examined the effectiveness and efficiency of the state's management of bus contracts and status of reforms to increase value for money.
Managing the Environmental Impacts of Transport (2014)	Assessed effectiveness of related state initiatives across road and rail, including adequacy of statewide strategic planning and performance monitoring.
Coordinating Public Transport (2014)	Assessed Public Transport Victoria's approach to managing coordination of bus, train and tram services.
Recreational Maritime Safety (2014)	Reviewed effectiveness of Transport Safety Victoria's approach to regulating recreational maritime safety.

Project	Description
Managing Telecommunications Usage and Expenditure (2013)	Examined effectiveness of agency approaches to leveraging value from State Purchase Contracts.
Developing Transport Infrastructure and Services for Population Growth Areas (2013)	<p>This report assessed the challenges and performance of state agencies in meeting the related service and infrastructure needs of growth area residents.</p> <p>The report received extensive media coverage.</p>
Managing Traffic Congestion (2013)	Assessed the state's approach to managing both the supply and demand side of traffic congestion.
Fraud Prevention Strategies in Local Government (2012)	Assessed the fraud control framework across a sample of councils.
Performance Reporting by Local Government (2012)	<p>This audit assessed longstanding performance challenges in the sector and adequacy of related monitoring frameworks.</p> <p>The report set out the architecture of a more suitable statewide reporting framework that was adopted and has since been implemented across all councils.</p>
Compliance with Building Permits (2011)	<p>This audit uncovered significant issues in the state's approach to regulating building surveyors and the building permit system.</p> <p>This audit precipitated significant reforms, including the dismantling of the Building Commission and establishment of a successor authority.</p>
Business Planning for Major Capital Works and Recurrent Services (2011)	Examined, across a sample of councils, the linkages between the Council Plan, budget, service, asset management/ capital planning.
Business Continuity Management in Local Government (2010)	Reviewed adequacy of planning and preparedness across a sample of councils.
Tendering and Contracting in Local Government (2010)	Assessed, across a sample of councils, the integrity of selected procurements and related practices.
Fees and Charges—Cost Recovery by Local Government (2010)	Examined fee setting in selected councils and underlying rationale and linkage to broader planning/ budgeting processes.

CONTACT US

If you would like to discuss a project please contact Steven directly.

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