

# Risk, Assurance & Regulation



We recognise that risk, assurance and regulation are intrinsically linked. We provide an integrated services drawing on the technical skill, operational and business know-how, and experience of our 10,000 staff and 200 operating locations.

We understand that risk, business and regulatory performance is influenced by many factors including asset design and performance, operations, effectiveness of controls, people and culture. We help our clients understand and better manage these diverse and competing components to improve operational efficiency, enhance business performance, provide stakeholders with assurance on operations and enhance businesses' license to operate.

## Driving value for your business

### Risk management

We bring global leading practice to your local operations having worked with clients in managing their risks in many locations, enhancing business operations and safety from the boardroom to on the ground projects.

Working with our clients to assess and manage risks, significantly reducing the likelihood of target events occurring, we provide you with confidence from the benefit of our experience and shared knowledge.

## Assurance, audit & compliance

We harness the technical capability of GHD to provide you with a full suite of non-financial audit and compliance subject matter specialists to meet the assurance needs of your business. Whether at a whole of business level or in response to a specific business need, GHD has broad experience in meeting our clients' requirements through:

- Providing controls assurance to your stakeholders from the board room to the lunch room.
- Regulatory compliance framework advice on set-up, design, operationalisation and ongoing management of obligations.
- Auditing the operating efficiency and effectiveness of your controls in managing risk.

## Regulation & access

Our services include regulatory submission development and reviews to support business performance and drive efficient operation such as:

- Price/revenue reset support, CAPEX and OPEX efficiency reviews.
- Network access advisory services supporting efficient access to utility networks including negotiation of access agreements, performance standards, regulated tariffs and charges.

## Experience

### Australia Competition & Consumer Commission (ACCC)

Review of CAPEX, OPEX, Asset Base and Service Standards of electricity transmission businesses as part of Revenue Cap Review processes, including Transend (Tasmania), TransGrid (NSW) and Energy Australia (NSW). Our work helped TransGrid in submitting a credible and substantiated regularity submission, mitigating the likelihood of an adverse regulatory determination.

### BP Terminals Australia – HAZOP Program

In order to meet their national compliance target, BP engaged GHD to run the BP Terminals HAZOP Program, involving the delivery of full terminal HAZOP studies and compliant reports for 13 BP Terminals across Australia and New Zealand in line with BP standards. These studies were based on as-built P&IDs and site specific process safety information which ranged from two weeks to 10 weeks of study sessions per site. The successful delivery of this program not only enabled BP to meet its compliance target but also provide an independent view of facilities for improvements on safety, environmental and financial performance.

### Client: confidential

GHD assisted a confidential client with a Strategic Business Risk Assessment, which involved working closely with the Executive Team and Board of Directors. This involved having an appreciation of their business strategies. This led to an outcome where there was a clear and common understanding of the key risks and prioritising them to put appropriate company-wide processes in place.

### Electricity/power industry

Assisting multiple clients to connect and operate within the National Electricity Market by negotiating connection agreements, market registration, performance standards and advising on loss factors, energy and network charges. We have also supported regulators and utilities with revenue/price determinations and have delivered regulatory reviews including annual reviews of responses to regulatory information notices.

GHD Advisory delivers services to a range of industries, utilities and public sectors both within Australia and internationally.



Oil and Gas



Power Networks



Mining and Resources



Water and Wastewater



Petrochemical



Ports



Defence Government



Transport

Whether the need is a whole of business program or a response to a specific business issue, GHD Advisory is well placed to drive value for your business.

For more information about how GHD's Risk, Assurance & Regulation team can drive value for your organisation contact:

**David Bones**  
Executive Manager  
Risk, Assurance & Regulation

david.bones@ghd.com  
T +61 7 3316 3979  
M +61 457 551 635

**Henry Reynolds**  
Leader  
Risk & Assurance

henry.reynolds@ghd.com  
T +61 3 8687 8170  
M +61 414 831 067

**Stephen Hinchliffe**  
Leader  
Regulation & Access

stephen.hinchliffe@ghd.com  
T +61 7 3316 3497  
M +61 419 769 059

**Bruce Clarke**  
Leader  
Assurance Audit and Compliance

bruce.clarke@ghd.com  
T +61 3 8687 8066  
M +61 412 294 221

