

MAAS Governance Framework

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Table of Contents

Policy Summary	3
1. Purpose	4
2. Policy Statement	4
3. Scope	4
4. Good Governance	4
5. Management and Oversight.....	5
5.1 Leadership and strategic and business plans	4
5.2 Regular reporting against plans	5
5.3 Clear accountability and delegations	6
5.4 Diversity policy	6
5.5 Indigenous Engagement and Strategy	6
6. Structure.....	7
6.1 The Board of Trustees of the Museum of Applied Arts and Sciences	6
6.2 The Finance Audit and Risk Management (FARM) Committee	7
6.3 The MAAS Executive Team	7
6.4 The MAAS Senior Leadership Team	7
6.5 Other advisory committees	7
6.6 Other working groups	7
7. Ethics.....	8
7.1 Ethical framework	8
7.2 Fraud and corruption control framework	8
7.3 Compliance framework	8
8. Corporate Reporting.....	8
8.1. Finance Audit and Risk Management (FARM) Committee	8
8.2. Internal and external audit	9
8.3. Director and CFO sign-off.....	9
9. Disclosure.....	9
9.1. Annual Report	9
9.2. Continuous disclosure	9
10. Remuneration.....	10
11. Risk Management	10
11.1.Risk management framework	10
11.2.Director and management sign-off on internal controls	10
12. Key stakeholder rights	11
13. Roles and Responsibilities	11
14. Related Museum plans, policies and/or procedures	11
15. Relevant legislation and external context	12
16. Acknowledgment.....	12
17. Responsible officer.....	12
18. Responsible Department, Team/Unit.....	13
19. File No.....	13
20. Amendment.....	13

POLICY SUMMARY	
POLICY DETAILS	Title: <i>MAAS Governance Framework</i> Date: September 2018 Review Date: September 2020
KEY MESSAGES	<ul style="list-style-type: none"> • The MAAS Governance Framework sets out structures, processes and behaviours to ensure the achievement of strategic purpose, compliance, probity, accountability and transparency. • The Framework is supported by the MAAS values of courage, integrity and passion. • The Framework is based on the Audit Office of NSW's Governance Lighthouse model (see Appendix 1), comprising eight good governance principles and seventeen components for good governance. • Governance principles: Management and oversight; structure; corporate reporting; disclosure; remuneration; risk management; and key stakeholder rights. • The Framework is focussed on governance structures within the Museum and broadly outlines other external controls that apply to executive agencies related to larger Departments.
SCOPE	The Framework applies to all MAAS employees, casual employees, contractors, volunteers and the MAAS Board of Trustees. All references to 'employees' within this policy should therefore be read to include volunteers and contractors as well as paid employees.
USE	The Framework guides the work of the Governance, Planning and Reporting Team in supporting core business across MAAS. The MAAS Governance Framework is designed to enable and support our strategic vision, purpose and business objectives. Our approach to governance recognises the links between our strategic and operational planning and management processes, risk management and accountability frameworks.
COMPLIANCE	The Framework is based on the Audit Office of NSW's Governance lighthouse model (see Appendix 1). This model comprises eight good governance principles and seventeen components for good governance. The strategies and policy responses to ensure and promote good governance at MAAS are detailed according to each of the governance principles and components and ensure that MAAS is compliant with legislative obligations.
POLICY OWNER	Governance, Planning and Reporting Team, Corporate Resources. This is a public facing policy for publication on the MAAS website.

1. Purpose

The *MAAS Governance Framework* (the Framework) enables good governance across the organisation by providing the framework for better governance practices to strengthen performance and accountability. It sets out the structures, processes and behaviours to ensure that the Museum of Applied Arts and Sciences (MAAS) meets its strategic purpose and complies with legislative and other requirements, and meets expectations of probity, accountability and transparency.

2. Policy Statement

MAAS is committed to the principles and practices of good governance. Good governance promotes public confidence and results in improved service delivery and more efficient use of resources. MAAS is committed to good governance in planning and managing its services and operations, encouraging stakeholder and community participation and meeting government requirements and community expectations.

The *MAAS Governance Framework* recognises the organisation's purpose, its legislative, policy and ethical obligations, as well as its workforce and employment responsibilities. The Framework is supported by MAAS's values of courage, integrity and passion.

3. Scope

The Framework applies to all MAAS employees, casual employees, contractors, volunteers and the MAAS Board of Trustees. All references to 'employees' within this policy should therefore be read to include volunteers and contractors as well as paid employees.

The Framework is focussed on governance structures within the Museum and broadly outlines other external controls that apply to executive agencies related to larger Departments.

4. Good Governance

The Audit Office of NSW defines good governance as:

"Those high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, and conforms to complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency. Governance should be enduring, not just something done from time to time."

The *MAAS Governance Framework* is designed to enable and support our strategic vision, purpose and business objectives. Our approach to governance recognises the linkages between our strategic and operational planning and management processes, risk management and accountability frameworks.

The Framework is based on the Audit Office of NSW's Governance Lighthouse model (see Appendix 1). This model comprises eight good governance principles and seventeen components for good governance. The strategies and policy responses to ensure and promote good governance at MAAS are detailed according to each of the governance principles and components.

5. Management and Oversight

The Museum of Applied Arts and Sciences Act (1945) (MAAS Act) provides for the appointment of trustees for the Museum of Applied Arts and Sciences. The trustees have and may exercise all powers, authorities, duties and functions imposed on them under the MAAS Act and are constituted as a body corporate under the name “The Trustees of the Museum of Applied Arts and Sciences”.

The *Government Sector Employment Act 2013* (the GSE Act) provides for the Trustees of the Museum of Applied Arts and Sciences Staff Agency (Staff Agency) as an executive agency related to the Department of Planning and Environment. The Staff Agency is headed by the Director of the Museum who has powers and functions relating to the management of the Museum under the *Museum of Applied Arts and Sciences Regulation 2012* (“*The MAAS Regulation*”). Under the MAAS Regulation, the Director is made responsible to the trustees for the administration and management of the Museum and for any services provided in connection with the Museum.

The Director is also responsible to other entities, external to the Museum, including the Minister, Deputy Secretary and Treasury as the head of an executive agency related to the Department of Planning and Environment.

The management and oversight of MAAS is summarised visually in Appendix 3.

5.1 Leadership and strategic and business plans

The Director is appointed by the Secretary of the Department of Planning and Environment or their Deputy, in consultation with the Minister for the Arts. The annual performance review of the Director is the responsibility of the Secretary of the Department of Planning and Environment or their Deputy.

The Director is employed under the terms of the *Government Sector Employment Act 2013*, and Museum staff are employed under similar provisions. The Director is accountable for the ethical culture of the Museum and proper control of the budget.

The Director is given authority under the Act to manage MAAS and may receive direction from the Board/Trust, from the Departmental secretary (or currently the relevant deputy secretary), from the arts agency (Create NSW) from the Minister (and his or her staff) and from Treasury. Responsibilities are exercised on the basis of consultation within a broadly-accepted framework of values and ethics, while acknowledging, in our system of government, the final authority of the Minister, and ultimately the Parliament (see Appendix 3).

The Strategic Plan defines our mission, vision, values and commitments. The Strategic Plan sets the direction for the Museum and outlines strategic priorities. Department and Team business plans are drafted on a biennial cycle and outline clear priorities and timelines for deliverables. Business planning is aligned to the budget cycle to confirm strategic priorities within the constraints of available resources. Staff are involved in the planning process at Team and Unit levels. Strategic and operational priorities and issues are also presented at staff meetings and opportunities are provided for staff to participate in planning activities.

5.2 Regular reporting against plans

The MAAS Executive Team, through their Senior Leadership Team provides quarterly reports on key performance indicators and Strategic Plan to the Board of Trustees, reporting on milestones achieved in line with their business plans.

Periodic reporting to central agencies is provided as required against specific plans and compliance requirements, such as financial reporting to NSW Treasury and workforce reporting to the Public Service Commission.

The performance of MAAS is reported in the Annual Report as required by the *Annual Reports (Statutory Bodies) Act 1984*.

5.3 Clear accountability and delegations

The Board of Trustees (the Trust) authorises necessary delegations of authority for officers of the Trust, for the Director and other employees, and for its committees. However, financial and administrative delegations are made by the Minister under the provisions of the *Public Finance and Audit Act 1983* and the *Government Sector Employment Act 2013*. See Appendix 2.

Relevant staff are advised of their delegations and reporting accountabilities. The delegations are applied to procurement and contract management.

All staff role descriptions define the relevant capability requirements and the extent of decision making, accountability and control of each role and are available on the MAAS intranet. Staff are also made aware of their obligations under the *MAAS Code of Conduct* and the *Ethical Framework for the NSW Government sector*. All temporary and on-going staff have performance development plans which provide a coherent performance agreement with specific work objectives linked to the Strategic Plan, helping them to understand their role within MAAS.

All policy documents are structured to clearly describe the responsibilities of all employees and where applicable contractors and volunteers. Policy documents are available in the MAAS electronic document records management system, the MAAS intranet and those approved as public facing are available on the MAAS website.

5.4 Diversity policy

Commitment to diversity is fundamental to service delivery strategies and internal operations at MAAS. Employment policies and practices support workforce diversity and are based on the principles of dignity, equality, and mutual respect, which are shared across cultures, religions and philosophies. Respect for diversity is the cornerstone to organisational culture at MAAS.

MAAS has a Disability Inclusion Action Plan (DIAP) Working Group and will establish an external stakeholder advisory group. The MAAS DIAP will be part of the organisation's commitment to build access and equity. It has the goal of creating and implementing a plan of practical steps in removing barriers for people with a disability in the community and to enable access to all areas of MAAS including employment and procurement opportunities.

5.5 Indigenous Engagement and Strategy

MAAS recognises and shares the value and importance of preserving, revitalising and strengthening Australian Aboriginal and Torres Strait Islander cultures, histories and achievements.

The *MAAS Innovate Reconciliation Action Plan 2017-2019* (RAP) provides a framework for our cultural grounding. It is based on the guiding principles of the *MAAS Australian ICIP Protocol*, which is aligned to the United Nations Declaration on the Rights of Indigenous Peoples, and ensures that relationships between MAAS and Australian Aboriginal and Torres Strait Islander communities are founded on notions of respect and opportunity. A MAAS RAP Working Group comprises ten staff and volunteers and ensures the effective implementation, monitoring and ongoing development of the MAAS Innovate RAP and will lead the development of subsequent RAPs. The MAAS RAP Australian Aboriginal and Torres Strait Islander Reference Group comprises representatives reflective of the diversity of Aboriginal and Torres Strait Islander communities with specific skills and expertise in relation to operational infrastructures and cultural perspectives. The group informs, reviews and collaborates on the development and ongoing evaluation of the MAAS RAP.

The *MAAS Australian ICIP Protocol* encourages best practice in recognition and treatment of ICIP rights in relation to the MAAS collection and objects in the custody and care of MAAS, including Indigenous cultural material, and the programs, exhibitions, digital media, commissions, loans and other activities undertaken by MAAS. The protocol recognises and respects Indigenous peoples' rights to access, maintain, control and benefit from their cultural heritage. It details the principles that guide how MAAS meaningfully engages with Indigenous peoples in relation to their cultural heritage and ICIP, including appropriate interpretation of

Indigenous cultural heritage and material within MAAS and publicly acknowledges our support for and encouragement of the wider recognition of the value of ICIP and ICIP rights.

6. Structure

Key governance committees

6.1 The Board of Trustees of the Museum of Applied Arts and Sciences:

The Minister nominates the Trustees for appointment by the Governor of NSW, for a term of up to three years, for a maximum of three terms. The Government has a commitment to ensuring representation across a range of representative categories on public sector Boards and Trusts. The Act specifies that there will be 'at least one person knowledgeable and/or experienced in education' and 'at least one person knowledgeable and/or experienced in the arts or sciences'. The Governor may, on the Minister's recommendation, remove any Trustee from office, make regulations and appoint staff.

The Act gives the Trust the power to control and manage property; accept gifts and bequests; establish and manage branches; generally exercise control, management, maintenance and administration of the Museum to meet the needs and demands of the community in any or all branches of applied science and art and the development of industry; and recommend regulations. It is required to submit an annual report to Parliament. It has a broad mandate to display objects, promote craftsmanship and artistic taste, foster understanding and education by a wide variety of means and encourage scientific research.

The Trust regularly reviews the activities and finances of the Museum, approves budgets and expenditure over certain amounts, approves major policies, advises on directions of and plans for the Museum and advocates within the public and private sectors on its behalf. The Trustees represent the public in the management and policy formulation of the Museum.

6.2 The Finance Audit and Risk Management (FARM) Committee:

The FARM Committee assists the Trust to ensure that management obligations regarding financial reporting; internal controls and risk management; and compliance with all relevant laws, regulations and ethics, are met. It provides an impartial and objective assessment of the management of MAAS through oversight of internal and external auditing functions.

6.3 The MAAS Executive Team:

The Executive Team comprises the MAAS Director and the Department Directors and is responsible for the leadership and management of MAAS. The Executive team meets once a fortnight.

6.4 The MAAS Senior Leadership Team:

The Senior Leadership Team supports the MAAS Executive by advocating the MAAS values and mission and works to drive the achievement of MAAS goals. The Senior Leadership Team meets once a month to review operational activities.

6.5 Other advisory committees:

MAAS has a number of other advisory committees that may include external members. These committees provide advice and guidance to MAAS on particular areas such as committees for the Centre for Fashion, the Centre for Steam and the ATSI Collection Management Reference Group. External committee members are provided with guidelines outlining their responsibilities and are requested to complete a Declaration of Interests and Undertakings form.

6.6 Other working groups

Other working groups and committees may be formed to operate across MAAS to review particular areas of focus. Each group will have its own purpose, authority, accountability and reporting requirements defined as required. The number, function and composition of these groups should be reviewed annually or in conjunction with changes to strategic priorities and government imperatives. Temporary committees may

form from time to time to respond to specific areas of focus.

7. Ethics

7.1 Ethical framework

MAAS has three core values of Integrity, Courage and Passion, as outlined in our Strategic Plan. The *MAAS Code of Conduct* upholds these values and sets out the standards of conduct, ethics and behaviour required for all MAAS staff. It helps staff comply with their professional obligations and sustain high standards of ethical conduct. Staff are also guided by the Public Service Commission's *Code of Ethics and Conduct for NSW government sector employees*.

Trustees are guided by the *NSW Government Boards and Committees Guidelines* and Trustees complete the Member's Pecuniary Interests and Declaration Form.

As a member of the International Council of Museums (ICOM), the Museum affirms its adherence to best international practice expressed within the *ICOM Code of Ethics for Museums*. The Museum is also guided by the *Code of Ethics for Art, History and Science Museums* adopted in 1999 by Museums Australia, the peak national association representing the museum and gallery sector. Operationally, MAAS is committed to the Australian Best Practice Guide to Collecting Cultural Material.

7.2 Fraud and corruption control framework

MAAS has zero tolerance for fraud and corrupt conduct. Relevant policies provide guidance to staff, especially the *MAAS Fraud and Corruption Prevention Policy*, the *MAAS Code of Conduct* and the *MAAS Gifts and Benefits Policy*. The *MAAS Public Interest Disclosure Policy* provides protections for staff who identify and report wrongdoing. It establishes an internal reporting system for staff to report wrongdoing without fear of reprisal.

7.3 Compliance framework

MAAS is committed to its relevant legislative obligations, both State and Commonwealth and considers compliance an integral element of its governance arrangements. The Director and the Executive Team are responsible for ensuring compliance with legislation across the organisation, with the Directors delegated the task of implementing the appropriate policies, procedures, guidelines, and/or actions to enable compliance. In turn, all staff are expected to comply with legislative requirements.

MAAS is committed to adhering to relevant government issued policies, circulars, guidelines and memoranda, and adopting codes of best practice, guidelines, standards, strategies and protocols which are applicable to the operation and governance of MAAS.

The Governance, Planning and Reporting team is responsible for monitoring and advising on compliance obligations across the organisation. The MAAS Legislative Compliance Register is maintained by the Governance, Planning and Reporting Team and is reviewed by the Executive team annually with updates provided to the FARM Committee quarterly.

The *MAAS Policy and Procedure Framework* provides guidance on developing, approving and maintaining MAAS policies and procedures to direct and support effective decision making.

8. Corporate reporting

8.1 Finance Audit and Risk Management Committee

The MAAS Finance Audit and Risk Management (FARM) Committee meets the requirements of the *Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15-03)* with responsibilities as outlined in the Committee Charter. The Committee is comprised of two Board Members and an Independent member.

The MAAS Director and MAAS Director of Corporate Services and Chief Finance Officer attend the committee meetings as management representatives. The Head of Governance, Planning and Reporting provides secretariat support to the Committee and the Board appoints the Chair of the Committee and any independent members. The Committee operates under the *MAAS Finance Audit and Risk Management Committee Charter* and provides oversight of financial, external audit, internal audit, governance, risk, Work Health & Safety and related areas.

8.2 Internal and external audit

The FARM Committee monitors risk management and systems of control including internal and external audits undertaken for MAAS.

A three-year internal audit plan comprises a program of audits to be undertaken by an outsourced internal audit service provider. The internal audit plan and the terms of reference for internal audits reports are reviewed by the FARM Committee, final copies of reports are also reviewed.

Internal audits are completed in line with the plan and audit outcomes and recommendations are reviewed and tracked for implementation. Responsibility for implementing the recommendations rests with the relevant Director. Updates on progress relating to internal audit recommendations are provided regularly to the FARM Committee.

External audits are completed by the Audit Office of NSW and include audits of the financial statements of MAAS.

The audit program is an integral part of the MAAS Risk Management Framework and Policy, which informs the priorities for the internal audit program through the assessment of risk and the effectiveness of existing controls and identified mitigation strategies.

8.3 Director and CFO sign-off

The financial statements of MAAS are prepared in accordance with applicable Australian Accounting Standards, the requirements of the Public Finance and Audit Act 1983 and Public Finance and Audit Regulation 2015, and Financial Reporting Directions mandated by the Treasurer.

Financial statements are approved by the Director and the Chair of Trust, after endorsement by the FARM Committee that the Financial reports reflect a true and fair view of the operations of the MAAS and adhere to all relevant accounting standards.

9. Disclosure

9.1 Annual Report

The *Museum of Applied Arts and Sciences Annual Report* is prepared in accordance with the *Annual Reports (Statutory Bodies) Act 1984*. The Annual Reports meet all statutory obligations and requirements of the NSW Treasury Annual Reports Checklist and are submitted to the Minister for the Arts.

The Annual Report includes comprehensive key performance measures and the audited consolidated financial statements. The Annual Report is published on the website following tabling in Parliament.

9.2 Continuous disclosure

Other significant governance areas requiring disclosure include:

- Privacy management under the *Privacy and Personal Information Protection Act 1998*
- Right to information through the *Government Information (Public Access) Act 2009*, reporting to the NSW Information and Privacy Commission
- Records and information management under the *State Records Act 1980* and the NSW Government Digital Information Security Policy
- Public interest disclosures in accordance with the *Public Interest Disclosures Act 1994*, reporting to the NSW Ombudsman.

10. Remuneration

10.1 Remuneration is fair and responsible

The Board of Trustees of the Museum of Applied Arts and Sciences is classified as a board of management under the Public Service Commission's *NSW Government Boards and Committees Classification Framework*. Trustees are not remunerated however are entitled to payment of expenses incurred on official business, including travel and subsistence allowances in accordance with Treasury and Public Service Commission guidelines. Independent FARM Committee members are remunerated for their time and contribution to the Committee.

Senior executive officers and staff are remunerated according to the relevant awards and entitlements under the *Government Sector Employment Act 2013*.

11. Risk management

11.1 Risk management framework

Risk management establishes a process of identifying, analysing, treating, monitoring and communicating risks. Such risks could either prevent the achievement of MAAS's objectives or provide the opportunity for extra benefits to be realised. The Director is accountable for risk management in accordance with the *NSW Treasury Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15- 03)*.

A *Risk Management Policy and Framework* has been developed for use across MAAS. It is consistent with the international risk management standard AS/NZS ISO 31000:2009 as well as the *NSW Treasury Risk Management Toolkit for the NSW Public Sector (TPP 12- 09)* and the requirements of *NSW Treasury Internal Audit and Risk Management Policy for the NSW Public Sector (TPP15-03)*.

Risk management is integral to the strategic and business planning process. Internal audit findings also influence risk ratings in relation to the effective of controls and mitigation strategies. The MAAS risk appetite is assessed regularly as part of the ongoing review of the *Risk Management Policy and Framework* that also includes a review of the performance of existing controls and risk mitigation strategies.

Effective risk management processes are also required by the *Public Finance and Audit Act 1983* and the *Work Health & Safety Act 2011*. MAAS reports on the risk management and insurance arrangements as required by the *Annual Reports (Statutory Bodies) Regulation 2015*. The President of the Board of Trustees is required to provide an Internal Audit and Risk Management Attestation annually to comply with all the core requirements of TPP 15-03.

A Business Continuity Management Plan is under development to ensure that MAAS is able to deliver essential services following a disruptive event. The plan will be monitored and tested to keep it up-to date and so that key staff are aware of their responsibilities if the plan were to be activated. The key elements of the plan relate to the safety and welfare of people; preservation of the collection; continuity of services, and reputation and compliance.

11.2 Director and management sign-off on internal controls

The Director must ensure there is an effective system of internal controls over the financial and related operations, as required by the NSW Treasury Policy *Certifying the Effectiveness of Internal Controls Over Financial Information (TPP 14-05)*. The policy requires the Director Corporate Services and Chief Finance Officer to provide the Board of Trustees with an annual letter of certification as to the effectiveness of the systems of internal control over financial information. The FARM Committee reviews the Letter of Certification and recommends it to the Director. A copy of the CFO Certification is provided to NSW Treasury.

MAAS also complies with statutory reviews and audits conducted by NSW Treasury under the *Public Authorities (Financial Arrangements) Act 1987* to ensure that internal controls are robust and comply with relevant legislation and Treasurer's Directions.

12. Key stakeholder rights

12.1 Key stakeholder management program

MAAS is committed to effective collaboration and stakeholder engagement to ensure that policies, programs and exhibitions are proactive and responsive to the needs of the people of NSW and the world. Exhibitions and programs aim to enhance access to the collection and optimise the stakeholder experience while ensuring the safety and security of visitors, staff, the collection, buildings and systems. Relevant MAAS policies incorporate stakeholder engagement.

Communication is essential for engagement with internal and external stakeholders. MAAS maintains regular communication with all stakeholder groups through a variety of formats such as social media, public programs, and staff meetings. MAAS advisory groups enhance stakeholder engagement and are highly valued sources of information and advice. Stakeholder engagement is also encouraged through participation in a variety of activities such as the research program, regional outreach activities, and visitor surveys.

13. Roles and Responsibilities

The Director and Executive Team are responsible for:

- Providing leadership in the implementation and management of the Governance Framework.
- Working with the Board of Trustees and FARM Committee to monitor the Framework and reporting on performance in line with the guiding principles.
- Ensuring that all monitoring, reporting and compliance requirements are met.
- Promoting the Framework and the requirements of good governance to managers and staff.

Team Heads, Managers and staff are responsible for implementing the good governance principles in their work and areas of control and supporting the development of an ethical governance culture throughout MAAS.

14. Related Museum plans, policies and/or procedures

MAAS Code of Conduct

MAAS Code of good practice in research

MAAS Conflict of Interest Policy

MAAS Conflict of Interest Factsheet

MAAS Ethical conduct of purchasing officer's policy and procedure

MAAS Finance Audit and Risk Management Committee Charter

MAAS Fraud and Corruption Prevention Policy

MAAS Gifts and Benefits Policy

MAAS Policy and Procedure Framework

MAAS Privacy Management Plan

MAAS Public Interest Disclosure Policy

MAAS Records and Information Management Policy

MAAS Risk Management Framework and Policy

MAAS Reconciliation Action Plan

MAAS Records & Information Management Policy

MAAS Strategic Collections Policy Framework

MAAS Strategic Plan 2017-2022

MAAS Work Health and Safety Policy

15. Relevant legislation and external context

Age Discrimination Act 2004

Annual Reports (Statutory Bodies) Act, 1984

Australian Best Practice Guide to Collecting Cultural Material

Australian Human Rights Commission Act 1986

Certifying the Effectiveness of internal Controls Over Financial Information. NSW Treasury Policy and guidelines paper (TPP 14-05).

Code of Ethics and Conduct for NSW government sector employees.

Code of Ethics for Art, History and Science Museums

Convention on the Elimination of All Forms of Racial Discrimination

Convention on the Elimination of All Forms of Discrimination against Women

Convention Against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment

Convention on the Rights of the Child

Convention on the Rights of Persons with Disabilities.

Disability Discrimination Act 1992

Government Advertising Act 2011

Government Information (Public Access) Act 2009

Government Sector Employment Act 2013

ICOM Code of Ethics for Museums

Internal Audit and Risk Management Policy for the NSW Public Sector. NSW Treasury Policy and Guidelines Paper (TPP15-03)

International Covenant on Civil and Political Rights

International Covenant on Economic, Social and Cultural Rights

Museum of Applied Arts and Sciences Act 1945

NSW Government Boards and Committees Guidelines

NSW Government Digital Information Security Policy version 2.0, April 2015. Office of Finance & Services Circular (OFS 2015-05)

Privacy and Personal Information Protection Act 1998

Public Finance and Audit Act 1983

Public Interest Disclosures Act 1994

Racial Discrimination Act 1975

Risk Management Toolkit for the NSW Public Sector. NSW Treasury Policy and Guidelines Paper (TPP 12-09)

Sex Discrimination Act 1984

State Records Act 1998

United Nations Declaration on the Rights of Indigenous Peoples

16. Acknowledgement

Audit Office of NSW (2015). Governance lighthouse- a strategic early warning signal. Audit Office, 2015.

Australian Human Rights Commission <https://www.humanrights.gov.au/>

Australian National Audit Office (2014). Public sector governance: strengthening performance through good governance. Commonwealth of Australia, 2014.

Australian Public Service Commission (2007). Building better governance. Commonwealth of Australia, 2007.

17. Responsible Officer

Head of Governance Planning & Reporting

18. Responsible Department, Team/Unit

Governance Planning & Reporting Team, Corporate Services.

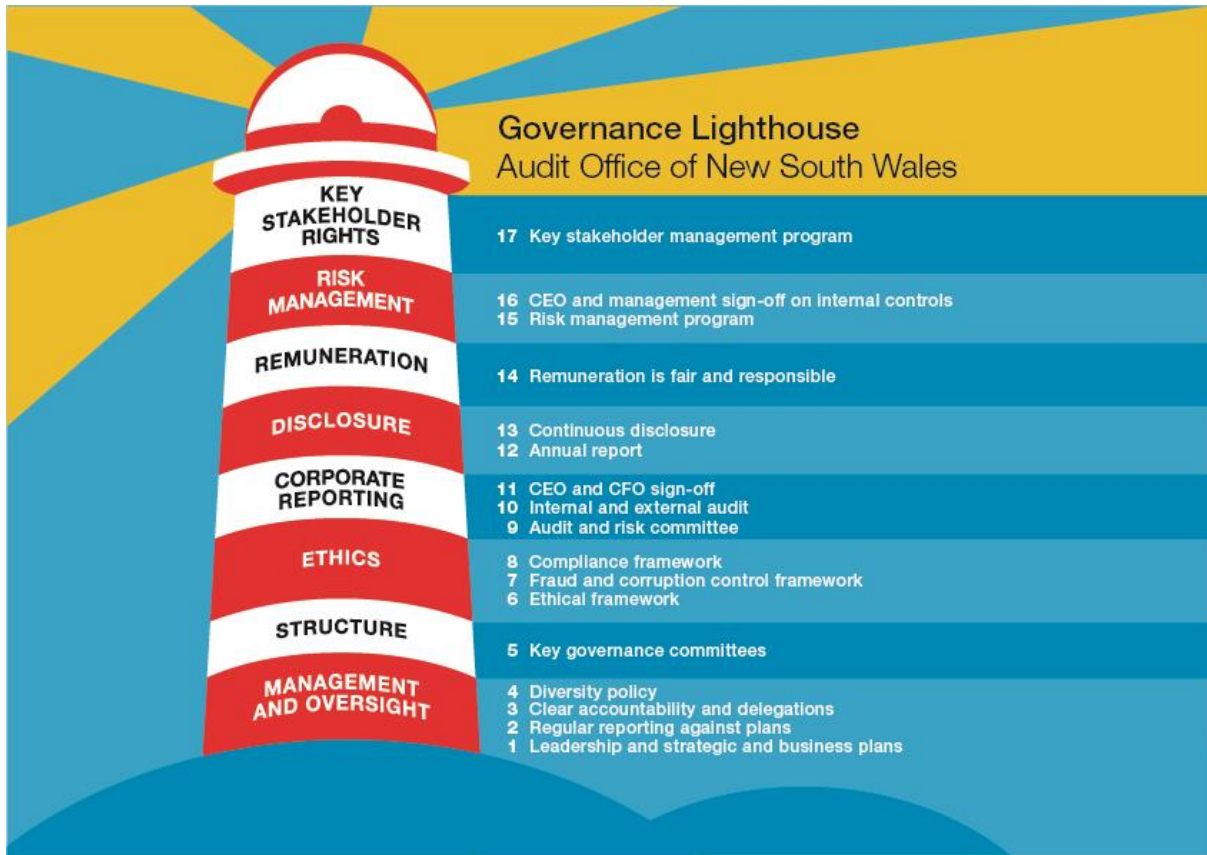
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20. Amendment history

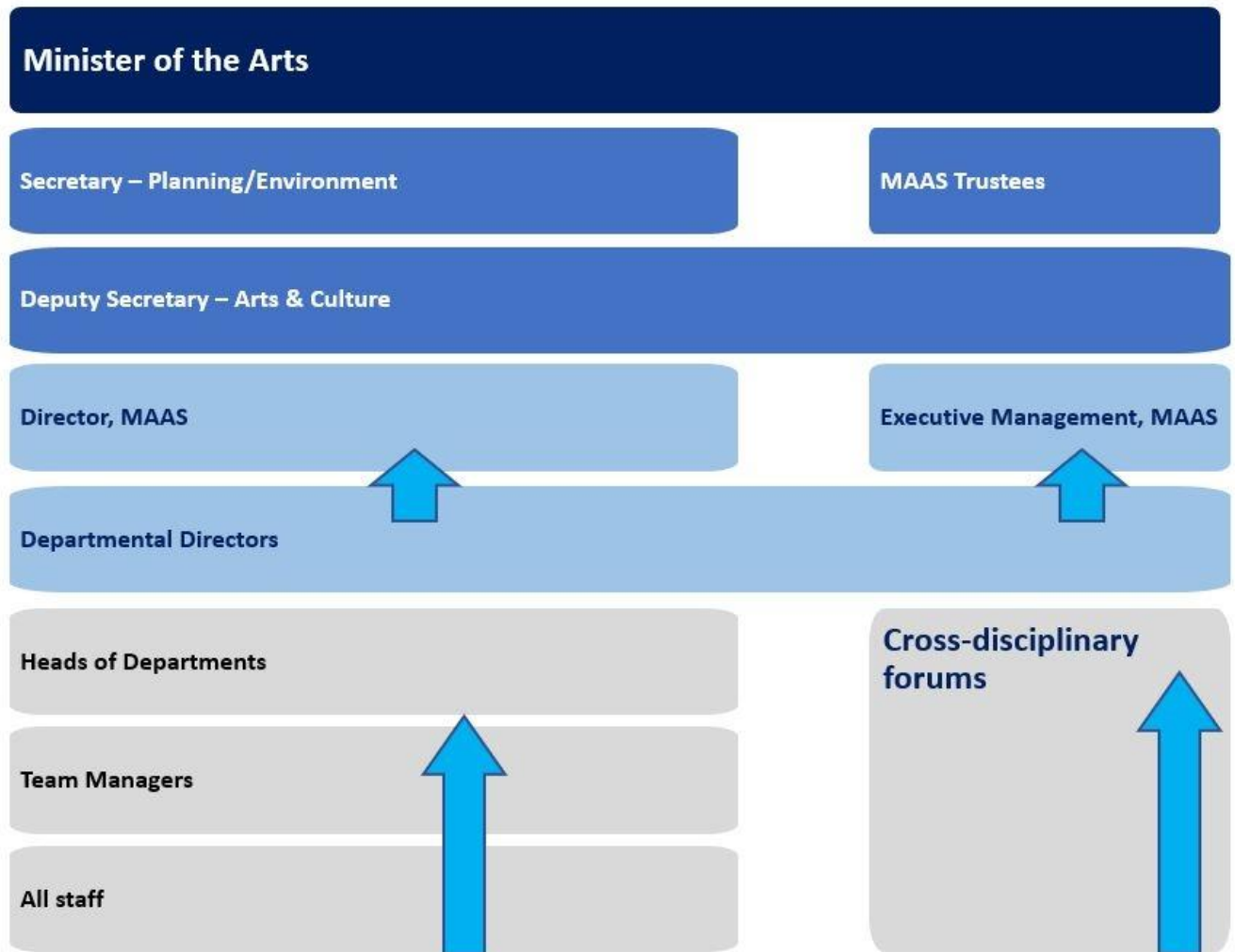
Version	Date issued	Notes	By
1	28/02/2018		Governance Manager
2	03/09/2018	Revision of 5.4 Diversity Policy and addition of 5.5. Indigenous Engagement and Strategy	Governance Manager
3	18/09/2018	Review of draft for detailed implementation plan; addition to 12.1 key stakeholder management program; addition of 3. Scope to align with MAAS Policy template	Governance Manager

Appendix 1: Image of the Audit Office of NSW Lighthouse Model



Appendix 3: MAAS Management and Oversight

MAAS | Management and Oversight



The Director is given authority under the Act to manage MAAS and may receive direction from the Board/Trust, from the Departmental secretary (or currently the relevant deputy secretary), from the arts agency (Create NSW) from the Minister (and his or her staff) and from Treasury Responsibilities are exercised on the basis of consultation within a broadly-accepted framework of values and ethics, while acknowledging, in our system of government, the final authority of the Minister, and ultimately the Parliament.