Responses to Performance Audit
Recommendations: 2012–13 and 2013–14

V I C T O R I A

Victorian
Auditor-General

Responses to Performance Audit Recommendations: 2012–13 and 2013–14

Ordered to be published

The Hon. Bruce Atkinson MLC
President
Legislative Council
Parliament House
Melbourne

The Hon. Telmo Languiller MP
Speaker
Legislative Assembly
Parliament House
Melbourne

Dear Presiding Officers

Under the provisions of section 16AB of the *Audit Act 1994*, I transmit my report on the audit *Responses to Performance Audit Recommendations: 2012–13 and 2013–14*.

This is VAGO's second report examining the extent to which public sector agencies respond to and monitor performance audit recommendations. We focused on agencies subject to recommendations in 2013–14 audits, and those with outstanding recommendations from 2012–13.

Agencies were better at implementing our recommendations this year. They accepted and acted on a similar number, and generally started work on recommendations earlier and completed actions sooner than reported previously. Some agencies need to improve the clarity, completeness and relevance of their progress reports.

Further work is, however, required around compliance with the Standing Directions of the *Financial Management Act 1994*, to ensure the oversight that audit committees are expected to provide is achieved.

Yours faithfully

Dr Peter Frost
Acting Auditor-General

8 December 2015

Contents

Auditor-General's comments

VAGO's primary role is to provide assurance to Parliament and the public on the economy, efficiency and effectiveness of the public sector and its compliance with relevant legislation. This function is a cornerstone of our system of government, providing an independent assessment of public sector performance to guide Parliamentary and community decision-making.

Our performance audits cover a wide range of public sector agencies, services and issues, and as such have the capacity to make a significant positive impact. This work provides a valuable opportunity to recommend ways to address the issues we identify. However, this can only be achieved when public sector agencies engage with us in developing recommendations, which they own and enact.

This is VAGO's second report examining the extent to which public sector agencies monitor and respond to performance audit recommendations. This report focuses on recommendations from our 2012–13 and 2013–14 performance audits, and provides a baseline from which to assess future improvement.

It is pleasing to see again high levels of acceptance of performance audit recommendations and reports of completed and substantially completed recommendations. It is also encouraging that agencies generally started work on recommendations earlier and completed actions sooner than reported previously.

Audit team

Dallas Mischkulnig
Engagement Leader

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Team Leader

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Analyst

However, it is disappointing that some responses still lack sufficient information to enable us to fully assess whether recommendations have been addressed, and some show inconsistencies between the action taken, the completion status and the time frame given. In our previous report these issues were highlighted and guidance was provided to agencies on how to improve their future progress reports—this has had little effect.

Also, at least two years on from when the 2012–13 recommendations were originally made, just over a half of those that were outstanding in last year's report are still not fully actioned. Swift action is now required to complete these recommendations to ensure that risks are addressed, standards are improved and efficiencies are gained in a timely manner.

Engagement Quality Control Reviewer

Rocco Rottura

The results of this report will inform our future follow-up audit program and we will seek to verify selected agency responses and report on these in 2016–17.

Dr Peter Frost
Acting Auditor-General
December 2015

Audit summary

VAGO undertakes performance audits into the economy, efficiency and effectiveness of public sector agencies and their operations. These audits provide independent assurance to Parliament and drive continuous improvement in public sector performance.

We aim to achieve this by making recommendations to audited agencies that are designed to address the issues identified through our audits. However, our recommendations cannot result in improvements unless they are accepted and enacted by agencies.

Under Standing Direction 2.6 (f) of the *Financial Management Act 1994*, audit committees of public sector agencies are required to closely monitor whether accepted recommendations are implemented and completed in a thorough and timely manner.

This report provides the status of actions taken by selected agencies on specific recommendations. In this annual review we asked agencies to attest the information provided on their progress. A comprehensive assessment of the accuracy of this information was not within the scope of this audit.

Some of our recommendations include multiple elements with specific and distinct items for action. For ease of interpretation and consistency, this report treats these individual elements as separate recommendations.

During 2013–14, we made 482 recommendations in 29 performance audits for relevant agencies to implement. In addition there were 180 outstanding recommendations from 2012–13.

This performance audit examined the responses of the 49 public sector agencies subject to performance audit recommendations in 2013–14 and the 30 agencies with outstanding recommendations from 2012–13 audits, as published in *Responses to 2012–13 Performance Audit Recommendations.*

VAGO will continue to track agency progress in responding to performance audit recommendations by:
- repeating this audit for a third time next year, and covering both outstanding 2012–13 and 2013–14 recommendations and all 2014–15 recommendations
- selecting a number of 2013–14 performance audits for limited scope follow-up audits that will seek to verify agency progress reports
- verifying some agency progress reports when undertaking new performance audits that assess related subject matter.

As this audit was undertaken after changes to government structure were made on 1 January 2015, departments are referred to by their 2015 titles.

Conclusions

Agencies were better at implementing our recommendations this year than last year. They accepted and acted on a similar number, but generally started work on recommendations earlier and completed actions sooner than reported previously. While some agencies still need to improve the clarity, completeness and relevance of their progress reports, this positive outcome demonstrates the value of this report.

Further work is, however, required around compliance with the Standing Directions of the *Financial Management Act 1994*, to ensure the oversight that audit committees are expected to provide is achieved.

Findings

Agency responses to recommendations

Agencies fully accepted 96 per cent of recommendations from our 2013–14 performance audits, partially accepted 3 per cent and the remaining two recommendations were no longer relevant following changes the government made to the structure of public sector agencies. As at September 2015, agencies reported that of the 480 fully and partially accepted recommendations:

- 55 per cent were completed
- 14 per cent were substantially completed
- 27 per cent were partially completed
- 4 per cent had not been acted on.

On average, agencies reported taking around four months from the audit report tabling date to commence work on recommendations, about two months less than reported last year. Similarly, the average time taken to complete recommendations has fallen by three months from 13.4 months to 10.4 months.

We assessed whether agency responses directly addressed the recommendations and clearly explained how they were implemented. Of the 448 fully accepted and acted on recommendations, 81 per cent of agency responses directly and clearly addressed them.

A total of 30 agencies reported for the second time on their progress against 180 outstanding recommendations from 2012–13. We gave agencies the opportunity to reaffirm their acceptance of these recommendations—agencies fully accepted 96 per cent.

Since our *Responses to 2012–13 Performance Audit Recommendations* report, 79 of the 180 outstanding recommendations have been reported as completed. Just over half of these recommendations are still not fully actioned and agencies will be requested for a third time to report on this progress.

Monitoring recommendations

The majority of agencies, 82 per cent, reported assigning recommendations to responsible individuals. Nearly half of the individuals assigned to monitor and report on specific recommendations held executive management positions. This greater accountability for the timely completion of recommendations is reflected in the completion rates for agencies that took this approach.

Just over half of the agencies reported that audit committees had a role in monitoring progress against performance audit recommendations. However, one-fifth of agencies did not provide regular progress reports to their audit committees, or identify their committees as playing a monitoring role.

We also expected departments to oversee how their portfolio agencies are progressing against performance audit recommendations. Of the seven departments, only one reported routinely monitoring their portfolio agencies, four monitor some agencies, and the remaining dispute that they have any responsibility in this regard. This highlights an inconsistent approach across departments to oversight of portfolio agencies.

Submissions and comments received

We have professionally engaged with all agencies—see Appendix A for the list—throughout the course of the audit. In accordance with section 16(3) of the *Audit Act 1994* we provided a copy of this report, or relevant extracts, to those agencies, and an opportunity for their submissions or comments.

We have considered those views in reaching our audit conclusions and have represented them to the extent relevant and warranted. Their full section 16(3) submissions and comments are included in Appendix C.

1 Background

1.1 Performance audits

1.1.1 Purpose of performance audits

One of the key roles of the Auditor-General is to undertake performance audits. Performance audits assess whether public sector agencies are meeting their aims effectively, and using their resources efficiently and economically. They also assess whether agencies comply with relevant legislation.

Performance audits are a key mechanism to provide independent assurance to Parliament and the community on public sector performance.

1.1.2 Performance audit recommendations

Performance audits include recommendations for agencies to implement. These recommendations are designed to address the issues that an audit has identified, with the aim of improving the management and delivery of public services. Audited agencies are encouraged to assist in the development of these recommendations to ensure they are targeted, achievable and directly address the identified issues.

The *Audit Act 1994* requires the Auditor-General to ask audited agencies for submissions or comments on proposed reports. These responses are published in the final report to Parliament. As part of these submissions, agencies are asked to respond to each recommendation, stating whether they accept them.

In 2014, the Auditor-General started asking agencies to specify what actions they plan to take, and the time frames for implementing recommendations. These action plans provide the baseline against which progress is assessed in our follow-up program of audits.

Some of our recommendations include multiple elements with specific and distinct items for action. For ease of interpretation and consistency, this report treats these individual elements as separate recommendations.

During 2013–14, we audited 49 agencies as part of 29 performance audits. We made 482 recommendations for these agencies to implement. In addition there were 30 agencies that had previously reported 180 outstanding recommendations from our 2012–13 audits.

We provided each of the audited agencies with an opportunity to respond to individual recommendations for both years—482 from 2013–14 and 180 from 2012–13. Agencies were asked to reconfirm whether they fully accepted, partially accepted or rejected each recommendation. A partially accepted recommendation was one where the agency did not accept all of the recommendation, or where they accepted the intent but preferred an alternate method to achieve it.

Agencies were also asked to report the status of their action on each recommendation as either no action, partially completed (less than 50 per cent complete), substantially completed (50–75 per cent complete) or completed.

1.1.3 Monitoring and reporting of agency responses

The Auditor-General does not have power to enforce recommendations made to audited agencies. Agencies are required under Standing Direction 2.6 (f) of the *Financial Management Act 1994* to:

- recommend how the responsible body should act on advice received from external audits
- monitor actions taken by management to resolve issues raised by external audits
- monitor whether accepted recommendations of the external auditors are adopted and addressed by management on a timely basis
- review the impact of actions taken by management intended to resolve issues.

This Standing Direction also refers to management's role in responding to audit recommendations—that management act on and address recommendations in a timely way. Management must also provide sufficient progress reporting and evidence to audit committees to support them in complying with the Standing Direction.

This is the second annual review where VAGO has compiled information on agencies' reported progress in implementing recommendations. This report will:

- increase the accountability of audited agencies for their responses to audit recommendations
- help to enhance agency monitoring processes with sufficient levels and frequency of oversight.

Agencies will be required to report on the progress against all incomplete recommendations on an annual basis for up to three years, or until the action taken on a recommendation is completed.

1.1.4 Follow-up program

VAGO is committed to following up on the actions taken by agencies. To enhance the accountability of agencies and encourage more timely implementation of our recommendations, we introduced a follow-up program to improve the transparency of agency responses to recommendations.

The follow-up program has four phases:

- Action plans, which provide clearer and more detailed information on initial agency responses to audit recommendations.
- This report is the second annual review on agencies' status reports of recommendations. The first—*Responses to 2012–13 Performance Audit Recommendations*—was tabled in February 2015.
- A select number of limited scope follow-up performance audits that examine agency responses to past recommendations in more detail. The first three of these reports were tabled in August 2015:
  - *Follow up of Collections Management in Cultural Agencies*
  - *Follow up of Management of Staff Occupational Health and Safety in Schools*
  - *Follow up of Managing Major Projects.*
- New performance audits—broad scope follow-up audits—will include an assessment of agency responses to past recommendations in addition to new lines of inquiry.

The follow-up program aims to increase the impact and value of VAGO's performance audit work. Information gathered for this review will provide VAGO and the Public Accounts and Estimates Committee with useful information to guide further follow-up work, as well as to inform and target future audits.

1.2   Audit objective and scope

The audit objective was to determine the extent of agency response to, and monitoring of, VAGO performance audit recommendations. The audit examined whether all public agencies subject to performance audit recommendations in 2013–14 and with outstanding recommendations from 2012–13 performance audits can:

- articulate responses to performance audit recommendations:
  - in a timely manner
  - that directly address recommendations made to them
  - that outline any action taken and, where relevant, time lines for further actions
- identify and report on how they monitor responses to audit recommendations.

The full list of audits and agencies in scope is at Appendix A.

1.3   Audit method and cost

The audit was conducted in accordance with the Australian Auditing and Assurance Standards. Pursuant to section 20(3) of the *Audit Act 1994*, unless otherwise indicated any persons named in this report are not the subject of adverse comment or opinion.

As this audit was undertaken after the government made changes to the structure of public sector agencies on 1 January 2015, departments are referred to by their 2015 titles.

The cost of this audit was $222 000.

1.4   Structure of the report

Part 2 of the report provides an analysis of agency responses to the outstanding 2012–13 and all the 2013–14 performance audit recommendations.

Part 3 provides an analysis of how agencies report that they monitor performance audit recommendations.

Appendix A lists all the performance audits for 2012–13 and 2013–14 and the agencies included in those audits.

Appendix B contains each agency's individual survey response to recommendations specific to them.

Appendix C contains agency submissions and comments to this report.

2 Agency responses to recommendations

At a glance

Background

VAGO makes recommendations designed to address the issues identified through performance audits. However, our recommendations cannot result in improvements unless they are accepted and addressed by agencies directly and in a timely manner.

Conclusion

Agencies reported high levels of acceptance of our 2012–13 and 2013–14 performance audit recommendations and in response they undertook substantial activity to address them. Agencies generally started work on recommendations earlier and completed actions sooner than reported previously. However, some agencies could improve on the clarity, completeness and relevance of their progress reports.

Findings

- Agencies accepted 96 per cent of the 482 recommendations made in 2013–14. Three per cent (16 recommendations) were partially accepted and the remaining two recommendations were no longer relevant following changes the government made to the structure of public sector agencies.
- Agencies reported that nearly 70 per cent of 2013–14 recommendations were either completed or substantially completed. However, only 13 of the 49 agencies reported completing all their recommendations.
- Since our *Responses to 2012–13 Performance Audit Recommendations* report, 79 of the 180 outstanding recommendations from 2012–13 audits have been reported as completed. Of our 2013–14 recommendations, 215 out of 482 remain incomplete.
- On average, agencies reported taking around four months to start work on recommendations—about two months less than last year.
- Similarly, the average time taken to complete recommendations has fallen by three months from 13.4 months to 10.4 months.
- Of the fully accepted and acted on 2013–14 recommendations, 81 per cent of agency responses directly and fully addressed the recommendations.

2.1   Introduction

This Part provides information on the extent to which agencies self-attest to the acceptance and completion of recommendations in our 2013–14 performance audits. It also includes our analysis of how directly agency responses address the recommendations. This includes information on recommendations from our 2012–13 audits that were previously reported as not having been completed.

A total of 49 agencies reported on 482 recommendations made in 2013–14 performance audits. In addition, 30 agencies reported for the second time on their progress against 180 outstanding recommendations from 2012–13.

2.2   Conclusion

Agencies reported high levels of acceptance of our 2013–14 performance audit recommendations and reaffirmed acceptance of the 2012–13 recommendations they had previously reported as incomplete.

Agencies undertook substantial action to address and complete activities on these identified issues. However, at least two years on from when the 2012–13 recommendations were originally made, just over a half of those reported as outstanding in last year's report are still not fully actioned. Swift action is now required to complete these outstanding recommendations to ensure that risks are addressed, standards are improved and efficiencies are gained.

Encouragingly, agencies are improving—they started work on recommendations from our 2013–14 audits 1.6 months earlier than reported previously, and completed actions on average three months sooner. However, the quality of responses about actions undertaken to date still varies significantly in clarity, completeness and relevance.

2.3   Accepting recommendations

2.3.1   Recommendations from 2013–14

Agencies accepted 464 out of 482 recommendations (96 per cent) in full, 16 (3 per cent) were partially accepted and the remaining two (1 per cent) were rejected as they were no longer relevant following changes to government structure. This is a slight improvement on 2012–13 results as shown in Figure 2A.

Figure 2A
Acceptance of recommendations

Status	2012–13 recommendations	Percentage	2013–14 recommendations	Percentage
Accepted	386	94	464	96
Partially accepted	25	6	16	3
Rejected	0	0	2	1
Total	**411**	**100**	**482**	**100**

Source: Victorian Auditor-General's Office.

Of the 16 partially accepted recommendations, agencies reported a clear rationale for five of these by detailing their reduced or alternative proposed activity. However, no rationale was provided for the other 11 recommendations, which limits transparency and accountability.

2.3.2 Outstanding recommendations from 2012–13

In our 2012–13 report, agencies advised that 180 recommendations were incomplete. This year we asked them to report on whether they still accepted these recommendations. Agencies reaffirmed their acceptance of 96 per cent of recommendations and partial acceptance of 4 per cent. None were rejected.

Notably, several agencies have changed their acceptance of recommendations:

- The Department of Health & Human Services has now partially accepted three recommendations they accepted in full last year, explaining that they will now take alternative action due to proposed reforms not proceeding.
- The City of Greater Dandenong has now accepted two recommendations that they only partially accepted last year, explaining that they have implemented new software and are better able to address these recommendations.
- Public Transport Victoria now accepts one recommendation that it only partially accepted last year as a reorganising of its operating structure has enabled it to better address the recommendation.

2.4 Completing recommendations

2.4.1 Recommendations from 2013–14

Agencies advised that 55 per cent of the 480 accepted and partially accepted recommendations are now complete. Figure 2B shows the status of recommendations.

Figure 2B
Status of accepted and partially accepted recommendations

4%

27%

14%

55%

- No action
- Partially completed
- Substantially completed
- Completed
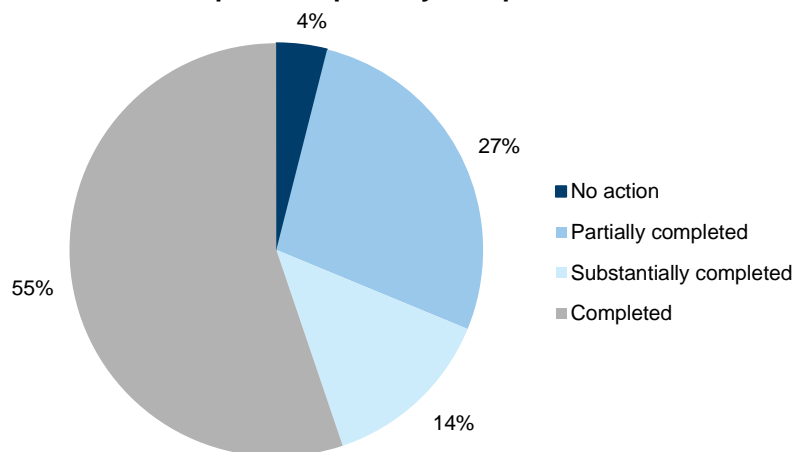
Source: Victorian Auditor-General's Office.

Thirteen of the 49 agencies reported completion of all their recommendations. These agencies had eight or fewer recommendations each. Eleven agencies reported taking no action against 19 accepted and partially accepted recommendations.

Agencies also advised of 13 cases where they had taken an alternative action to address a recommendation. In three of these cases, the agencies implemented a limited version of the recommendation where the alternative action does not address the intent of the original recommendation.

2.4.2 Outstanding recommendations from 2012–13

Agencies advised that 44 per cent of the outstanding recommendations from 2012–13 are now complete. This means that, two years on from when the recommendations were made, 101 are still not fully actioned. Work to address the recommendations has commenced in all but nine cases, but swift action is now required to make sure these risks are addressed, standards are improved and efficiencies are gained.

Four of the nine cases where no action has been taken relate to the City of Boroondara, which is the only agency that has taken no action on its outstanding 2012–13 recommendations.

The remaining five recommendations relate to Major Projects Victoria (MPV)—a business unit within the Department of Economic Development Jobs Transport & Resources (DEDJTR). Notably, these recommendations—reported as completed in last year's review—were reinstated with a status of no action during the limited scope *Follow up of Managing Major Projects* audit.

The purpose of our limited scope follow-up audits is to verify agencies' self-attested reporting. The audit found that there were a number of key recommendations that had not been addressed and the evidence collected indicated that MPV had disregarded the recommendations made in the original report. DEDJTR will be required to report again next year on these recommendations.

Eight of the 30 agencies reported that they had completed all of their recommendations. These agencies had five or fewer recommendations each.

2.5 Timely completion of recommendations from 2013–14

As highlighted in Figure 2C, agencies have taken 3.8 months on average from report tabling to start work on recommendations. This is around 1.6 months earlier than last year. Where recommendations have been completed it has taken an average of 10.4 months to do so—an improvement of three months on last year. Agency responses indicate that on average they expect the remaining incomplete activities to take around 27.6 months from report tabling to completion.

Figure 2C
Average time from report tabling, months

Milestone	2012–13 recommendations	2013–14 recommendations
Time to commence actions	5.4	3.8
Time to complete actions	13.4	10.4
Expected time to finish incomplete actions	26.1	27.6

Source: Victorian Auditor-General's Office.

These results are encouraging, and some of the factors contributing to the improvements may include:

- the simplification, targeting and accessibility of 2013–14 recommendations, compared to the more complex and broadly pitched 2012–13 recommendations with multiple items
- the inclusion of agency action plans in published audit reports
- greater liaison between VAGO and agency audit committees to drive timely action on recommendations.

Interestingly, 22 recommendations (5 per cent) were commenced prior to tabling and 289 (62 per cent) started within three months. However, 53 (11 per cent) took longer than a year to get started, as shown in Figure 2D.

Figure 2D
Time taken from report tabling date to action starting
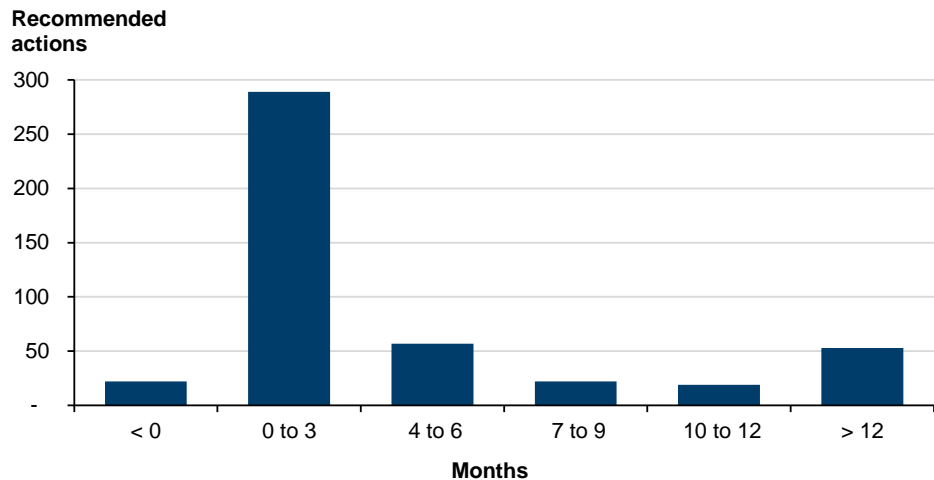
Source: Victorian Auditor-General's Office.

2.6   Quality of progress reports

We expect agency reports to describe their activity clearly and specifically so the reader can understand how recommendations have been addressed. Our report on 2012–13 recommendations highlighted both high-quality and poor responses to help agencies improve their monitoring and reporting practices.

However, this has had a limited effect on the quality of responses, which still vary significantly in clarity. Figure 2E provides an assessment of the 448 recommendations that agencies fully accepted and acted on.

Figure 2E
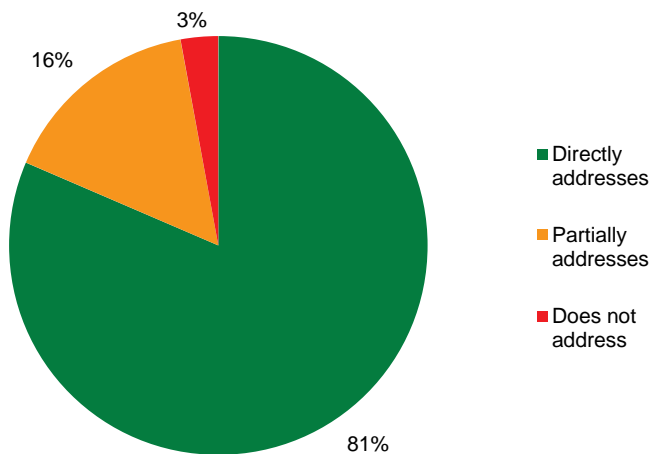**Relevance of responses to fully accepted recommendations**

Source: Victorian Auditor-General's Office.

Just over half of the audited agencies directly addressed all of their recommendations. However, disappointingly, this did not include any of the departments.

There were several quality issues in the agency responses:
- Agencies accepted recommendations but reported activity that only partially addresses them.
- Agencies accepted a recommendation but stated that processes in place prior to the audit were sufficient to meet the recommendation. Had this been the case, VAGO would not have made the recommendation in the first place.
- Agencies accepted recommendations then described why the agency is not undertaking the specific action and noted the recommendation as complete.
- Agencies noted a recommendation as complete when the agency response referred to ongoing work.
- Agencies reported actions on recommendations as completed within one month, when the description suggests this is unlikely.
- Agencies reported progress as partially or substantially complete when the description suggests that the work is complete.
- Agencies reporting on the same recommendations provided inconsistent responses, highlighting a lack of consultation and coordination.

If agencies' actions address only part of a recommendation, or do not address it at all, then the improvements needed to address the issues identified by performance audits will not occur.

3 Monitoring recommendations

At a glance

Background

Standing Direction 2.6 (f) of the *Financial Management Act 1994* requires agency audit committees to monitor the actions taken to resolve external audit issues and whether recommendations are adopted and addressed in a timely manner. All public sector entities should therefore report on and monitor actions in response to performance audit recommendations.

Conclusion

Most agency responses demonstrated a commitment to addressing performance audit recommendations by assigning clear responsibilities for action and having review processes in place to monitor progress.

One-fifth of agencies are not compliant with the Standing Direction as they neither provide regular progress reports on recommendations to their audit committees, nor identified their committees as playing a monitoring role.

Findings

- The majority of agencies, 82 per cent, reported that they assign recommendations to individuals and/or positions within a business unit.
- All agencies reported that they have an audit committee that had direct access to the agency's chief executive officer, secretary or board.
- Just over a half of the audited agencies reported that their audit committee monitors progress against audit recommendations.
- Of the seven departments, only one routinely monitors how their portfolio agencies are responding to performance audit recommendations, four monitor some agencies, and the remaining dispute they have any responsibility in this regard.

3.1   Introduction

We asked the 68 agencies who responded to this audit to report on their processes for monitoring the implementation of performance audit recommendations, particularly:

- whether their audit committee undertakes this work
- how frequently agencies review progress
- whether agencies assign responsible officers and due dates to recommendations
- how they determine timeliness and completeness of action taken.

This Part analyses the agencies' self-attested responses to these questions.

3.2   Conclusion

Agency responses demonstrated a commitment to addressing performance audit recommendations by assigning clear responsibilities for action and having review processes in place to monitor progress.

The majority of agencies assigned responsibility for actioning recommendations to an individual of sufficient seniority. This greater accountability for the timely completion of actions on recommendations is reflected in improved completion rates for agencies that took this approach.

Agencies commonly reported that audit committees have a role in monitoring progress against performance audit recommendations. However one-fifth of agencies did not provide regular progress reports to their audit committees or identify their committees as playing a monitoring role.

3.3   Accountability for action

To ensure that recommendations are acted upon, it is good practice to assign responsibility to an individual or individuals. Doing so provides a clear line of accountability for the timely and comprehensive completion of recommendations.

The majority of agencies (82 per cent) reported that they assign recommendations to individuals and/or positions within a business unit. Their responses to this audit identified the responsible individuals and business units. The remaining 18 per cent reported that they assign responsibilities to business units only.

Figure 3A
Assigning responsibility for action
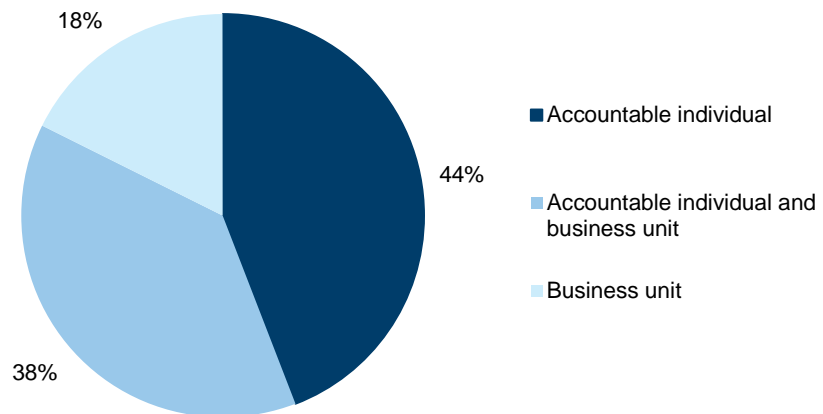
Source: Victorian Auditor-General's Office.

Nearly half of the accountable individuals reported in this audit held executive management positions, the remainder held management or officer level positions. Completion rates were greater where an executive officer was responsible.

In 56 per cent of cases, the assignment of this responsibility was formalised in the individual's performance development plan. Where agencies did not have a formalised arrangement in place, almost half (44 per cent) reported that they used tracking, monitoring and reporting procedures and software to ensure that recommendations were actioned and completed.

Almost all agencies (94 per cent) reported that they set indicative time frames for tracking the timely completion of recommendations.

3.4 Accountability for monitoring

All agencies except for two regional councils reported that they monitor actions taken in response to all performance audit recommendations relevant to them. One indicated that it has recently changed its approach and plans to monitor any future recommendations. The other explained that they only monitor and review recommendations deemed as medium and high risk.

3.4.1   Monitoring progress against performance audit recommendations

Nearly 50 per cent of agencies reported that the relevant business area was primarily responsible for monitoring progress against performance audit recommendations. Audit committees were also reported as having an important monitoring role.

Audit committees

All agencies reported that their audit committees examined the timeliness of recommendations, however, only a small proportion explained how. The better responses identified several factors they consider in determining timeliness, including the level of risk, resourcing availability, existing workloads and the complexity of the recommendation. Only three agencies specifically mentioned that their audit committee holds management to account for overdue actions on recommendations.

Four of the portfolio departments—the Department of Economic Development, Jobs, Transport & Resources (DEDJTR), the Department of Environment, Land, Water & Planning (DELWP), the Department of Education & Training (DET) and the Department of Justice & Regulation (DJR)—reported that they use their internal audit team to provide assurance about the completion of recommendations. The Department of Health & Human Services (DHHS) indicated that they are currently considering how their internal audit function can be used in this way.

Just over a half of agencies (57 per cent) reported that their audit committees review the impact of the actions taken in response to performance audit recommendations. Of these agencies only nine identified specific methods for assessing impact, which included post implementation reviews of recommendations, and monitoring the relevant areas beyond completion to measure outcomes and improvements in performance.

Robust monitoring of the timeliness, completion and outcomes of responses to performance audit recommendations is a critical and legislated function of audit committees.

Monitoring broader VAGO recommendations

Around 70 per cent of agencies reported that they have a formal process to identify broader VAGO recommendations, including whole-of-government recommendations that may apply to them. These processes included regular reviews of all recommendations and a standing audit committee item for discussion on at least a quarterly basis.

Monitoring portfolio agencies' responses to recommendations

DHHS reported that it monitors the activities to address performance audit recommendations of over 130 agencies in its portfolio. Four departments—DEDJTR, DELWP, DET and the Department of Premier & Cabinet—reported that they monitor the activities of some of their agencies. The remaining two departments—DJR and the Department of Treasury & Finance (DTF)—reported that they do not monitor portfolio agencies:

- DJR advised that it does not monitor activity as it is not responsible for the implementation of recommendations made to portfolio agencies.
- DTF reported that it is not obligated to monitor progress against recommendations for any agency within its portfolio and therefore does not do so.

Rather than adopting a blanket approach to monitoring recommendations directed to portfolio agencies, a risk-based approach from the departments would provide greater assurance to government that recommendations are being acted on in a timely and comprehensive way. A risk-based approach would allow agencies to prioritise activities based on a ranking of recommendations to determine the urgency of action required to address the issues identified in our audits.

3.4.2 Reporting progress

Agencies indicated that they report on the progress of actions to address recommendations to a variety of individuals and business areas.

Only half of the audited departments and portfolio agencies reported that the secretary or chief executive officer receives progress updates. However, all departments reported that they routinely report progress to both their audit committee and secretary.

The majority of agencies (81 per cent) reported that the audit committee receives progress updates on performance audit recommendations. However, the remaining 12 agencies do not report to their audit committees. Consistent with this, these agencies also reported that their audit committees do not play a role in monitoring actions to address recommendations. This approach does not provide organisational oversight of progress in addressing the issues identified by audits and does not meet Standing Direction 2.6 (f) of the *Financial Management Act 1994*.

Appendix A.

Audits and agencies

Figure A1
2013–14 Audits and agencies

Audit	Date tabled	Audited agencies
Access to Education for Rural Students	3 April 2014	Department of Education & Training (DET)
Access to Services for Migrants, Refugees and Asylum Seekers	29 May 2014	DET, Department of Health & Human Services (DHHS), Department of Premier & Cabinet (DPC)
Accessibility of Mainstream Services for Aboriginal Victorians	29 May 2014	DET, DHHS, DPC
Administration and Effectiveness of the Environmental Contribution Levy	25 June 2014	Department of Environment, Land, Water & Planning (DELWP)
Apprenticeship and Traineeship Completion	12 March 2014	DET, Victorian Registration and Qualification Authority
Asset Confiscation Scheme	4 September 2013	Department of Justice & Regulation (DJR), Office of Public Prosecutions, Victoria Police
Asset Management and Maintenance by Councils	19 February 2014	Ararat Rural City Council, Cardinia Shire Council, City of Kingston, City of Port Phillip, City of Wodonga, DELWP
Clinical ICT Systems in the Victorian Public Health Sector	30 October 2013	Alfred Health, Austin Health, DHHS, Eastern Health, Peninsula Health, Peter MacCallum Cancer Centre, The Royal Children's Hospital, The Royal Eye and Ear Hospital
Developing Transport Infrastructure and Services for Population Growth Areas	21 August 2013	Department of Economic Development, Jobs, Transport & Resources (DEDJTR), Metropolitan Planning Authority, Public Transport Victoria, VicRoads
Impact of Increased Scrutiny of High Value High Risk Projects	26 June 2014	Department of Treasury & Finance (DTF)
Implementation of the Government Risk Management Framework	30 October 2013	DTF, Victorian Managed Insurance Authority

Figure A1
2013–14 Audits and agencies – *continued*

Audit	Date tabled	Audited agencies
Implementation of the Strengthening Community Organisations Action Plan	16 October 2013	DHHS
Managing Consultants and Contractors	12 June 2014	DET, DELWP, DJR, DTF, Victorian Government Purchasing Board
Managing Emergency Services Volunteers	5 February 2014	Country Fire Authority, Victorian State Emergency Service
Managing Telecommunications Usage and Expenditure	18 September 2013	DHHS, DJR, Victoria Police
Managing Victoria's Native Forest Timber Resources	11 December 2013	DEDJTR, DELWP, VicForests
Occupational Health and Safety Risk in Public Hospitals	28 November 2013	DHHS, Worksafe Victoria
Operating Water Infrastructure Using Public Private Partnerships	21 August 2013	DELWP, DTF, Central Highlands Water, Coliban Region Water Corporation, North East Water
Oversight and Accountability of Committees of Management	5 February 2014	DELWP
Performance Reporting Systems in Education	18 September 2013	DET
Prevention and Management of Drug Use in Prisons	16 October 2013	DJR
Prisoner Transportation	11 June 2014	DJR, Victoria Police
Racing Industry: Grants Management	28 November 2013	DJR, Greyhound Racing Victoria, Harness Racing Victoria
Recreational Maritime Safety	25 June 2014	DEDJTR, Transport Safety Victoria
Residential Care Services for Children	26 March 2014	DHHS
Shared Services in Local Government	28 May 2014	DELWP, City of Stonnington, Colac Otway Shire Council, Hepburn Shire Council, Hobsons Bay City Council, Hume City Council and Latrobe City Council
Tourism Strategies	12 December 2013	Tourism Victoria
Using ICT to Improve Traffic Management	11 June 2014	DEDJTR, Public Transport Victoria, VicRoads
WoVG Information Security Management Framework	27 November 2013	DHHS, DJR, DPC, DTF, CenITex, State Revenue Office, Transport Accident Commission, Treasury Corporation of Victoria, Victorian Funds Management Corporation, Worksafe Victoria

Note: As these audits were undertaken after the government made changes to the structure of public sector agencies on 1 January 2015, departments are referred to by their 2015 titles.

Source: Victorian Auditor-General's Office.

Figure A2
2012–13 outstanding audits and agencies

Audit	Date tabled	Audited agencies
Carer Support Programs	15 August 2012	DHHS
Collections Management in Cultural Agencies[a]	24 October 2012	DEDJTR, Museum Victoria
Consumer Participation in the Health System	10 October 2012	DHHS, Central Gippsland Health Service, Monash Health, Peter MacCallum Cancer Centre
Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment	24 October 2012	DEDJTR, DELWP
Environment and Sustainability Sector: Performance Reporting	26 June 2013	DELWP, Parks Victoria
Fare Evasion on Public Transport	29 August 2012	Public Transport Victoria
Flood Relief and Recovery	26 June 2013	DEDJTR, DELWP, DJR
Implementation of School Infrastructure Programs	20 February 2013	DET
Infection Prevention and Control in Public Hospitals	12 June 2013	DHHS, Bairnsdale Regional Health Service, Eastern Health
Managing Major Projects[a]	10 October 2012	DEDJTR
Management of Freshwater Fisheries	20 March 2013	DEDJTR
Management of Staff Occupational Health and Safety in Schools[a]	29 May 2013	DET, Worksafe Victoria
Management of Unplanned Leave in Emergency Services	6 March 2013	Ambulance Victoria, Metropolitan Fire and Emergency Services Board
Managing Traffic Congestion	17 April 2013	DEDJTR, Public Transport Victoria, VicRoads
Organisational Sustainability of Small Councils	12 June 2013	DELWP, Buloke Shire Council, Golden Plains Shire Council, Strathbogie Shire Council, Towong Shire Council, Yarriambiack Shire Council
Planning, Delivery and Benefits Realisation of Major Asset Investment: The Gateway Review Process	8 May 2013	DTF
Port of Melbourne Channel Deepening Project: Achievement of Objectives	14 November 2012	Port of Melbourne Corporation
Prison Capacity Planning	28 November 2012	DJR
Programs for Students with Special Learning Needs	29 August 2012	DET
Public Asset Valuation	17 April 2013	DELWP, DTF

Figure A2
2012–13 outstanding audits and agencies – *continued*

Audit	Date tabled	Audited agencies
Rating Practices in Local Government	20 February 2013	Benalla Rural City Council, City of Boroondara, City of Greater Dandenong, Greater Shepparton City Council, Murrindindi Shire Council, Shire of Campaspe
Student Completion Rates	28 November 2012	DET
The State of Victoria's Children: Performance Reporting	29 May 2013	DET

(a) Summary responses to these audits are provided as a result of the conduct of limited scope follow-up audits on these audits.

Note: As these audits were undertaken after the government made changes to the structure of public sector agencies on 1 January 2015, departments are referred to by their 2015 titles.

Source: Victorian Auditor-General's Office.

Appendix B.
Agency survey responses

Disclaimer: Agency responses are reproduced in this appendix as they were received by VAGO without alteration.

Index

Ambulance Victoria

Agency	Ambulance Victoria	2012–13
Audit Report	**Management of Unplanned Leave in Emergency Services**	
Date Tabled	06 March 2013	
Recommendation 1	Ambulance Victoria should review support for team managers who also perform paramedic duties and implement improvements to maximise team managers' ability to perform their roles.	
Acceptance (current)	Accepted	
Action	In June 13, AV commenced the implementation of a new Frontline model for operational Team Managers to be rolled out progressively to all Team Managers over 3 years. The new model aims to provide consistent infield support to paramedics and create increased management time/capacity within the TM roles.	
	Stage one of the model was implemented through FY13/14. A Fair Work Commission conciliation resulted in an outcome enabling AV to continue the implementation of the model, with stage two rolling out in December 2014. Stage three of the model will be implemented in Quarter 1 of FY15/16.	
	The Operational TM development program involves delivery of a 3 year management training program to build capability & increase TM role effectiveness. Intake 1 & 2 of this program is completed. Intake 3 has commenced delivery for completion in Oct '15.	
	Progressive evaluation of the model & the development Program occurs post each intake	
Status	Partially completed	
Date commenced	June 2013	**Date completed / due for completion**	November 2015

Ararat Rural City Council

Agency	Ararat Rural City Council	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 1	Local councils should accelerate efforts to review and update their asset management frameworks, policies and strategies to meet better practice standards.	
Acceptance (current)	Accepted	
Action	Council's Asset Management framework, policies and strategies have been reviewed and work has commenced on updating all these documents.	
Status	Partially completed	
Date commenced	July 2014	**Date completed / due for completion**	May 2016

Agency	Ararat Rural City Council	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 2	Local councils should make sure they have comprehensive asset management plans covering all major asset categories.	
Acceptance (current)	Accepted	
Action	Council's asset management plans (covering all major asset categories) have recently been reviewed and are in the process of being updated.	
Status	Partially completed	
Date commenced	June 2014	**Date completed / due for completion**	March 2017

Agency	Ararat Rural City Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 8	Local councils should as a priority, develop a strategy for more effectively reducing their asset renewal gaps.		
Acceptance (current)	Accepted		
Action	Council is currently: a) Collecting detailed condition assessment data to support the strategy b) Modelling future works options and priorities c) Working towards clearly defined 'Level of Service' documents, and d) Developing asset management optimisation capabilities		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	March 2017

Agency	Ararat Rural City Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 9	Local councils should improve their asset management information systems and knowledge of their asset portfolios to ensure they have up-to-date information on all assets.		
Acceptance (current)	Accepted		
Action	Council currently has an industry standard AMIS and is continuing to collect and validate its asset-related data		
Status	Substantially completed		
Date commenced	June 2014	**Date completed / due for completion**	May 2016

Agency	Ararat Rural City Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 10	Local councils should identify and review the skills and resources required to effectively manage infrastructure assets, including developing a skills matrix and action plan to address identified skill and resource requirements and gaps.		
Acceptance (current)	Accepted		
Action	Since the time the audit was conducted, Council has engaged a full-time Asset Manager. The skill levels of our staff are well understood, and appropriate training is provided when necessary. Outsourcing is also used when needed.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2014

Agency	Ararat Rural City Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 11	Local councils should improve the provision of information to, and engagement with, the community on asset management.		
Acceptance (current)	Partially accepted		
Action	Council currently provides extensive information to its community regarding Asset Management and Maintenance. Regular reports are submitted to Council Meetings, which are subsequently published in full on the Council's website, typically include information regarding: - Works on bridges and major culverts - Urban street maintenance (works on sweeping, pit cleaning, footpaths, street furniture) - Gravel road maintenance (works on drainage and culverts and maintenance grading) - Sealed roads (works on major resheeting, shoulder resheeting, shoulder grading, drainage, line marking) - Hazard reduction works (weed controls, fire prevention) - Parks and Garden Maintenance - Buildings maintenance - etc As an outcome of the 2013–14 Performance Audit, Council is updating its Asset Management Plans and will undergo extensive public consultation and engagement with its community regarding the content and suitability of these documents before they are progressively presented to Council for ratification.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	March 2017

Agency	Ararat Rural City Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 12	Local councils should develop and implement comprehensive asset management monitoring, reporting and evaluation systems, and publicly report their progress and performance against plans and strategies, including against capital works budgets.		
Acceptance (current)	Accepted		
Action	As an outcome of the 2013–14 Performance Audit, Council has been active in developing and implementing a raft of new asset management monitoring, reporting and evaluation systems. Work has also commenced to determine the capabilities of contemporary Asset Management Information Systems (AMIS), with an emphasis on recently developed mobility capabilities. Council will soon release a public tender for a new AMIS that will better meet Council's information management and mobility needs.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	March 2017

Austin Health

Agency	Austin Health	2013–14
Audit Report	Clinical ICT Systems in the Victorian Public Health Sector	
Date Tabled	30 October 2013	
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.	
Acceptance (current)	Accepted	
Action	Business cases are completed for all major projects. Where possible tangible and measurable benefits are included in the business cases. Return on Investment and NPV are estimated if at all possible, although the nature of the health business and the type of investment means that the business cases do not always lend itself to ensuring there is an NPV=0. The original Health Smart Clinical Project at Austin Health was preceded with a full business case but the business cases for additional clinical projects have been improved and refined, particularly with respect to benefits realization.	
Status	Completed	

Date commenced	September 2014	Date completed / due for completion	April 2015

Agency	Austin Health	2013–14
Audit Report	Clinical ICT Systems in the Victorian Public Health Sector	
Date Tabled	30 October 2013	
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.	
Acceptance (current)	Accepted	
Action	Funding proposals and business cases prepared for the 2014 ICT funding round were all aligned to the key principles of the Victorian Health ICT Strategy at the time.	
Status	Completed	

Date commenced	September 2014	Date completed / due for completion	October 2014

Agency	Austin Health	2013–14
Audit Report	Clinical ICT Systems in the Victorian Public Health Sector	
Date Tabled	30 October 2013	
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.	
Acceptance (current)	Accepted	
Action	Austin Health has invested in a competent project team for the devlopment of all Clinical ICT projects. There is a clear roadmap of ICT projects to be undertaken over the next 5 years, and funding for the next group of projects has been approved. All projects require a beenefits realisation report within 12 months of the compeltion of the project. We believe that we have always had such a structure to our project team; this has been key to the highly successful implementation of our original Health Smart clinical systems project.	
Status	Completed	

Date commenced	November 2013	Date completed / due for completion	November 2013

Bairnsdale Regional Health Service

Agency	Bairnsdale Regional Health Service	2012–13
Audit Report	Infection Prevention and Control in Public Hospitals	
Date Tabled	12 June 2013	
Recommendation 3	That health services develop and implement targeted strategies to address persistent underperformance in hand hygiene compliance among relevant healthcare worker groups.	
Acceptance (current)	Accepted	
Action	Overt monitoring of under-performing staff with intervention to remind of the need to use hand hygiene appropriately. Change of hand hygiene product to one using an automated dispenser to improve usage. Display hand hygiene audit results for health care workers to review. Discussion of hand hygiene results with managers of areas as data accumulated to improve targeting of non-compliance e.g. students. Consumer information has been posted around the facility inviting consumers to be part of the hand hygiene improvement campaign Additional staff trained in gold standard hand hygiene auditing Hand Hygiene results following the above action in June 2014: 90.5%. Slight decline to June 2015 in result to 87%. All results are reported to relevant organisation committees	
Status	Completed	

Date commenced	August 2013	Date completed / due for completion	August 2015

Barwon Health

Agency	Barwon Health	2013–14
Audit Report	Clinical ICT Systems in the Victorian Public Health Sector	
Date Tabled	30 October 2013	
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.	
Acceptance (current)	Accepted	
Action	Business cases are already prepared for ICT clinical system investment over $100k.	
Status	Completed	

Date commenced	Already existed	Date completed / due for completion	Already existed

Agency	Barwon Health	2013–14
Audit Report	Clinical ICT Systems in the Victorian Public Health Sector	
Date Tabled	30 October 2013	
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.	
Acceptance (current)	Accepted	
Action	Incorporated in to the Barwon Health Digital Strategy endorsed by the CEO and Executive group in July 2015.	
Status	Completed	

Date commenced	July 2014	Date completed / due for completion	July 2015

Agency	Barwon Health	2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**	
Date Tabled	30 October 2013	
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.	
Acceptance (current)	Accepted	
Action	All projects undertaken engage with Chief Medical Officer led health innovation office, consumer liaison and groups, and the Director of Health Informatics.	
Status	Completed	
Date commenced	July 2014	**Date completed / due for completion** July 2015

Benalla Rural City Council

Agency	Benalla Rural City Council	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 7	Councils should periodically conduct a comprehensive review of their rating strategies.	
Acceptance (current)	Accepted	
Action	A revenue and rating strategy review is currently in progress. Council have approved a number of recommendation in a discussion paper. A publically advertised reference group was formed. A series of workshops were held and the recommendations in the discussion paper have now been endorsed by the reference group. The revised Revenue and Rating Strategy is now being re drafted based on these recommendations. Once the draft strategy is approved by Council it will then go out for a public consultation process prior to being adopted.	
Status	Partially completed	
Date commenced	September 2014	**Date completed / due for completion** January 2016

Agency	Benalla Rural City Council	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 9.1	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include information and reporting on how rating decisions are made, their implications for ratepayers, and the expected outcomes	
Acceptance (current)	Accepted	
Action	Revenue and Rating Strategy Review Focus Group formed and has considered discussion paper. Rating-related information provided with 2015/16 rate notices. Communication and engagement to continue.	
Status	Partially completed	
Date commenced	September 2014	**Date completed / due for completion** March 2015

Agency	Benalla Rural City Council	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	

Recommendation 9.2	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include the use of a range of communication tools appropriate to the local community		
Acceptance (current)	Accepted		
Action	Revenue and Rating Strategy Review Discusison Paper focus group establishedm		
Status	Completed		
Date commenced	September 2014	Date completed / due for completion	July 2015

Agency	**Benalla Rural City Council**		**2012–13**
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 9.3	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include details of how the effectiveness of their ratepayer engagement and communication activities will be assessed and reported		
Acceptance (current)	Accepted		
Action	Discussion on appropirate measures have taken place.		
Status	Partially completed		
Date commenced	September 2014	Date completed / due for completion	March 2015

Buloke Shire Council

Agency	**Buloke Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.3	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including developing a plan to regularly review all services over time		
Acceptance (current)	Accepted		
Action	As part of the 2014/15 budget process a review of services occurred with extensive savings identified and an implementation plan developed. These savings were achieved and following the adoption of 2015/16 budget the Senior Management Team have developed a three year plan to review all existing services.		
Status	Completed		
Date commenced	May 2014	Date completed / due for completion	August 2015

Cardinia Shire Council

Agency	**Cardinia Shire Council**		**2013–14**
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 1	Local councils should accelerate efforts to review and update their asset management frameworks, policies and strategies to meet better practice standards.		
Acceptance (current)	Partially accepted		
Action	Cardinia are working on this and are not necessarily following the MAV step process in every instance		
Status	Partially completed		
Date commenced	March 2015	Date completed / due for completion	June 2020

Agency	Cardinia Shire Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 2	Local councils should make sure they have comprehensive asset management plans covering all major asset categories.		
Acceptance (current)	Accepted		
Action	Asset Management Plans developed		
Status	Partially completed		
Date commenced	March 2015	**Date completed / due for completion**	June 2016

Agency	Cardinia Shire Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 8	Local councils should as a priority, develop a strategy for more effectively reducing their asset renewal gaps.		
Acceptance (current)	Accepted		
Action	Asset Renewal Gap plan developed and to be taken to Council		
Status	Partially completed		
Date commenced	March 2015	**Date completed / due for completion**	June 2016

Agency	Cardinia Shire Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 9	Local councils should improve their asset management information systems and knowledge of their asset portfolios to ensure they have up-to-date information on all assets.		
Acceptance (current)	Accepted		
Action	Consolidation of Assets into our Asset Management System		
Status	Partially completed		
Date commenced	March 2015	**Date completed / due for completion**	June 2016

Agency	Cardinia Shire Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 10	Local councils should identify and review the skills and resources required to effectively manage infrastructure assets, including developing a skills matrix and action plan to address identified skill and resource requirements and gaps.		
Acceptance (current)	Accepted		
Action	Still Outstanding		
Status	-		
Date commenced		**Date completed / due for completion**	

Agency	Cardinia Shire Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 11	Local councils should improve the provision of information to, and engagement with, the community on asset management.		
Acceptance (current)	Partially accepted		
Action	Still Outstanding		
Status	-		
Date commenced		Date completed / due for completion	

Agency	Cardinia Shire Council		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 12	Local councils should develop and implement comprehensive asset management monitoring, reporting and evaluation systems, and publicly report their progress and performance against plans and strategies, including against capital works budgets.		
Acceptance (current)	Partially accepted		
Action	Reporting to Public on Asset Plans not actioned yet		
Status	Partially completed		
Date commenced	March 2015	Date completed / due for completion	June 2018

CenITex

Agency	CenITex		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	CenITex continues to be compliant with Information Security Management Framework self-assessment requirements by preparing and submitting the annual compliance report according to schedule. A rigorous process was adopted and will continue to drive the self assessment exercise with the status of compliance derived from assurance reports and organisation risk registers.		
Status	Completed		
Date commenced	January 2014	Date completed / due for completion	June 2014

Agency	CenITex		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		

Action	Based on the sensitivity of information stored or processed by third party service providers, CenITex obtains third party assurance reports from service providers and incorporates the results into the annual Information Security Management Framework self-assessment report.		
Status	Completed		
Date commenced	January 2015	**Date completed / due for completion**	July 2015

Agency	**CenITex**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.		
Acceptance (current)	Accepted		
Action	CenITex maintains the accuracy of the CenITex IP address information with the Asia-Pacific National Internet Centre		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	December 2014

Agency	**CenITex**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.		
Acceptance (current)	Accepted		
Action	CenITex is currently implementing application whitelisting for all workstations, improved patching for Windows servers and reduced the number of user with administrative privileges. CenITex will analyse options to keep improving compliance with the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions.		
Status	Partially completed		
Date commenced	January 2014	**Date completed / due for completion**	June 2016

Agency	**CenITex**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.		
Acceptance (current)	Accepted		
Action	CenITex retains responsibility for managing and allocating passwords for outsourced systems using a risk-based approach.		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	September 2014

Agency	CenITex	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.	
Acceptance (current)	Accepted	
Action	CenITex is currently in the process of reviewing its Information Security Framework v3.0 which outlines CenITex's patching policy. CenITex implements its patching cycle in consultation with its customers and their business processes. Any risks associated with this process are advised to customers and tracked through the operational risk register. The annual service assurance process offered by CenITex to its customers provides advice of current patching status.	
Status	Partially completed	
Date commenced	January 2015	**Date completed / due for completion** December 2015

Central Gippsland Health Service

Agency	Central Gippsland Health Service	2012–13
Audit Report	**Consumer Participation in the Health System**	
Date Tabled	10 October 2012	
Recommendation 2	That health services make sure consumers receive and understand basic health service information.	
Acceptance (current)	Accepted	
Action	Develop printed and electronic information in an accessible format and use multiple formats based on people's preferred method or form of communication. The Community Liaison Group is overseeing the Communication Accessible Organisation accreditation with support from Scope	
Status	Substantially completed	
Date commenced	November 2012	**Date completed / due for completion** December 2015

Agency	Central Gippsland Health Service	2012–13
Audit Report	**Consumer Participation in the Health System**	
Date Tabled	10 October 2012	
Recommendation 5	That health services provide consumer participation training and development for clinical, middle management and executive level staff.	
Acceptance (current)	Accepted	
Action	Clinical leaders, senior managers and the workforce access training on patient centred care and the engagement of individuals in their care. Consumers and or carers are involved in training the clinical workforce. Continue to train and support staff to apply the principles of person centred care in individual care and care coordination. Have developed a competency based learning and assessment module on learning management system for staff at point of orientation and as a three year competency around person centred care. Utilising links videos from the patient experience monitor providing feedback from consumers relevant to clinicians and support staff as part of training module.	
Status	Substantially completed	
Date commenced	November 2012	**Date completed / due for completion** December 2015

Central Highlands Water

Agency	Central Highlands Water		2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 1.1	The water corporations should routinely and regularly report to their boards on contract performance, including realisation of anticipated benefits		
Acceptance (current)	Accepted		
Action	Annual reports presented to the Board		
Status	Completed		
Date commenced	August 2014	Date completed / due for completion	August 2015

Agency	Central Highlands Water		2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 1.2	The water corporations should routinely and regularly report to their boards on contract performance, including financial performance		
Acceptance (current)	Accepted		
Action	Annual reports presented to the Board		
Status	Completed		
Date commenced	August 2014	Date completed / due for completion	August 2015

Agency	Central Highlands Water		2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 1.3	The water corporations should routinely and regularly report to their boards on contract performance, including effectiveness of risk management		
Acceptance (current)	Accepted		
Action	reported to the Board on an annual basis		
Status	Completed		
Date commenced	August 2014	Date completed / due for completion	August 2015

Agency	Central Highlands Water		2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 4	The water corporations should revise their contract administration manuals to comply with Partnerships Victoria's Contract Management Guide.		
Acceptance (current)	Accepted		
Action	contract administration manuals were updated in December 2014.		
Status	Completed		
Date commenced	August 2014	Date completed / due for completion	December 2014

Agency	Central Highlands Water	2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**	
Date Tabled	21 August 2013	
Recommendation 5	The water corporations should improve their risk management frameworks for each public private partnership project to systematically identify, mitigate and report on risks.	
Acceptance (current)	Accepted	
Action	VAGO noted that CHW already includes PPP risks in its Strategic Risk Register so no further action necessary. However, CHW continually review this risk.	
Status	Completed	

Date commenced	August 2014	**Date completed / due for completion**	August 2014

City of Boroondara

Agency	City of Boroondara	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 7	Councils should periodically conduct a comprehensive review of their rating strategies.	
Acceptance (current)	Accepted	
Action	Rating Strategy presented to and adopted by Council on 17 November 2014	
Status	Completed	

Date commenced	September 2013	**Date completed / due for completion**	November 2014

Agency	City of Boroondara	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 8	Councils should comply with the requirements of the Local Government Act 1989 relating to responding to submissions on the rate proposals in their budgets.	
Acceptance (current)	Accepted	
Action	Council was fully compliant with Act prior to the Audit occurring Council complies with S223 submissions under the Local Government Act. During 2014–15 Budget development 14 submissions were received with 2 submitters addressing Council in support of their written submissions. During 2015–16 budget development there were 20 submissions received with 6 submitters addressing Council in support of their submission. This has been the standard practice since legislation was introduced.	
Status	-	

Date commenced		**Date completed / due for completion**	

Agency	City of Boroondara	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 9.1	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include information and reporting on how rating decisions are made, their implications for ratepayers, and the expected outcomes	
Acceptance (current)	Accepted	

Action	Council was fully complaint with this action prior to the Audit.
	Council undertakes the following actions annually. It informs ratepayers through mechanisms such as the Boroondara Bulletin, Councils web site and ward newsletters. The rate notice itself includes such information as calculation of rates based on CIV; effect in changes in property values; ways to minimise waste charges through bin downsizing; Fire Services Levy information; financial hardship contacts and how rates are spent on behalf of the community. This has occurred every year as part of the Budget communication plan.
Status	-
Date commenced		Date completed / due for completion	

Agency	City of Boroondara		2012–13
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 9.2	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include the use of a range of communication tools appropriate to the local community		
Acceptance (current)	Accepted		
Action	Council was fully compliant prior to the audit		
	Council has adopted the use of a range of communication tools every year which include the Boroondara website; local press; Councils newsletter the Boroondara Bulletin delivered to all households. Engagement is also undertaken more generally through a range of methods including Council's community panel of over one thousand residents, e kiosks at Council libraries and other facilities and staff attendance at Community festivals and open days.		
Status	-		
Date commenced		Date completed / due for completion	

Agency	City of Boroondara		2012–13
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 9.3	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include details of how the effectiveness of their ratepayer engagement and communication activities will be assessed and reported		
Acceptance (current)	Accepted		
Action	Council was fully compliant prior to the audit		
	Council assesses the effectiveness of the communication by the level of queries by ratepayers. The number of concerns/complaints received by residents is recorded and monitored via our document management system. For example for the 2014–15 year Council received only 239 queries a with 89 objections to the valuation despite this being a biennial revaluation year as required by the State Government. This is 0.1% of properties in the municipality. Monitoring these statistics as well as the written and verbal feedback from residents more generally provides strong indication as to the effectiveness of Councils communication and engagement strategies with respect to rate decisions.		
Status	-		
Date commenced		Date completed / due for completion	

City of Greater Dandenong

Agency	City of Greater Dandenong	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 9.1	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include information and reporting on how rating decisions are made, their implications for ratepayers, and the expected outcomes	
Acceptance (current)	Accepted	
Action	Council has previously reported against this action as to the range of communication activities undertaken which included detailed information distributed with the rate notice and formal advertising and submission process on the rating strategy. In addition to these activities, Council has now launched an on-line collaborative technology entitled 'Our Say' which will be utilized in the forthcoming annual budget process. The implementation of rate capping will now largely take away the rating decisions available to Council with the focus now turning to assessing community priorities for the use of what will be very scarce resources.	
Status	Completed	

Date commenced	August 2014	**Date completed / due for completion**	August 2015

Agency	City of Greater Dandenong	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 9.2	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include the use of a range of communication tools appropriate to the local community	
Acceptance (current)	Accepted	
Action	As noted in the previous recommendation, Council now has a wide range of communication tools that it utilizes ranging from hard copy printed material, on-line website information, and has now implemented the on-line collaborative technology Our Say. Council further publishes (via its website) information regarding Council rates in nine different languages.	
Status	Completed	

Date commenced	August 2014	**Date completed / due for completion**	December 2014

Agency	City of Greater Dandenong	2012–13
Audit Report	**Rating Practices in Local Government**	
Date Tabled	20 February 2013	
Recommendation 9.3	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include details of how the effectiveness of their ratepayer engagement and communication activities will be assessed and reported	
Acceptance (current)	Accepted	
Action	The effectives of our communication strategies within Council are regularly assessed by a wide variety of tools ranging from website hits, increasing facebook and social media interaction with Council, the level of community interest and participation in submission processes, the level of attendance at Council meetings and number of enquiries and complaints received.	
Status	Completed	

Date commenced	August 2014	**Date completed / due for completion**	December 2014

City of Kingston

Agency	City of Kingston	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 1	Local councils should accelerate efforts to review and update their asset management frameworks, policies and strategies to meet better practice standards.	
Acceptance (current)	Accepted	
Action	Kingston adopted new Asset Management Policy and Strategy documents in November 2013, which included a 4 year improvement plan to meet better practice standards. Kingston has since achieved 'Core AM Maturity' as determined by MAV and NAMAF survey	
Status	Completed	
Date commenced	September 2013	**Date completed / due for completion** — November 2013

Agency	City of Kingston	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 2	Local councils should make sure they have comprehensive asset management plans covering all major asset categories.	
Acceptance (current)	Accepted	
Action	Kingston has commenced a review of its existing Asset Management Plans, which had a focus on asset renewal requirements, to incorporate service standards as being the driver for asset management decision making. This model recognizes 'The Service' and the requirement to manage supporting assets at an appropriate standard to deliver the desired service outcomes.	
Status	Partially completed	
Date commenced	August 2014	**Date completed / due for completion** — June 2016

Agency	City of Kingston	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 8	Local councils should as a priority, develop a strategy for more effectively reducing their asset renewal gaps.	
Acceptance (current)	Accepted	
Action	Kingston had a sustainable asset renewal strategy with a 20 year outlook that aligned capital forward planning with the long term financial strategy and asset renewal modeling. However the impact of Rates Capping on local government is unknown. In the short term potential reduction on asset renewal expenditures will not be overtly obvious to the community, however the compounding affect over time will place much greater strain on available budgets to maintain assets at their desired service condition.\nKingston awaits the recommendations of the Essential Services Commission, before undertaking further analysis.\nThis action is ingrained in Kingston's annual budget review processes for the Capital Works Forward Plan.	
Status	Partially completed	
Date commenced	March 2014	**Date completed / due for completion** — March 2015

Agency	City of Kingston	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 9	Local councils should improve their asset management information systems and knowledge of their asset portfolios to ensure they have up-to-date information on all assets.	
Acceptance (current)	Accepted	
Action	Kingston purchased a corporate Asset Management System in Feb 2011 and has been progressively consolidating and verifying its asset knowledge into this system. Over $1.3 Billion of community assets including roads, footpaths, kerbs, drainage and buildings have been captured and GIS mapped.	
Status	Substantially completed	

Date commenced	February 2011	**Date completed / due for completion**	June 2016

Agency	City of Kingston	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 10	Local councils should identify and review the skills and resources required to effectively manage infrastructure assets, including developing a skills matrix and action plan to address identified skill and resource requirements and gaps.	
Acceptance (current)	Accepted	
Action	Skill requirements and responsibilities are incorporated in staff postilion descriptions for all managers and officers with responsibilities for asset management. With the introduction of a corporate asset management system, changes to traditional methods is required, along with retraining officers and assessing ongoing resources and skills needed. During 2015/16 a resources and skills review is to be undertaken to ensure the effective management of infrastructure assets.	
Status	Partially completed	

Date commenced	July 2015	**Date completed / due for completion**	June 2016

Agency	City of Kingston	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 11	Local councils should improve the provision of information to, and engagement with, the community on asset management.	
Acceptance (current)	Partially accepted	
Action	Kingston has, and will continue to undertake consultation and engagement with the community on its provision of services. The 'Standard of service' in turn informs the required minimum standards for maintenance activities. Kingston does not see the need to consult with the community specifically on asset management issues where the asset management objectives are defined by required service outcomes. Kingston has an extensively consulted corporate vision to 2035. This coupled with numerous service plans sets the framework for asset management objectives. As Asset Management Plans are being reviewed and updated their links to service standards and objectives are to be reinforced.	
Status	Substantially completed	

Date commenced	June 2012	**Date completed / due for completion**	December 2014

Agency	City of Kingston	2013–14
Audit Report	Asset Management and Maintenance by Councils	
Date Tabled	19 February 2014	
Recommendation 12	Local councils should develop and implement comprehensive asset management monitoring, reporting and evaluation systems, and publicly report their progress and performance against plans and strategies, including against capital works budgets.	
Acceptance (current)	Accepted	
Action	Kingston has well established processes and programs for asset condition and performance audit regimes for all its major asset groups. This information primarily drives asset maintenance and renewal programs. Corporate plans and strategies for Council services are identified as actions in the Council Plan. Progress against these actions are reviewed and updated in quarterly and annual reporting to the community. Council reports also include financial status and commentary on progress of major capital projects and programs.	
Status	Substantially completed	

Date commenced	June 2012	Date completed / due for completion	December 2014

City of Port Phillip

Agency	City of Port Phillip	2013–14
Audit Report	Asset Management and Maintenance by Councils	
Date Tabled	19 February 2014	
Recommendation 1	Local councils should accelerate efforts to review and update their asset management frameworks, policies and strategies to meet better practice standards.	
Acceptance (current)	Accepted	
Action	Commenced review of asset management frameworks, policies and strategies to meet better practice standards (ISO 55000 Series).	
Status	Partially completed	

Date commenced	June 2014	Date completed / due for completion	December 2016

Agency	City of Port Phillip	2013–14
Audit Report	Asset Management and Maintenance by Councils	
Date Tabled	19 February 2014	
Recommendation 2	Local councils should make sure they have comprehensive asset management plans covering all major asset categories.	
Acceptance (current)	Accepted	
Action	Asset Management Plans developed to best practice standards and in continuous review. Not formally adopted by Council.	
Status	Substantially completed	

Date commenced	June 2015	Date completed / due for completion	December 2016

Agency	City of Port Phillip	2013–14
Audit Report	Asset Management and Maintenance by Councils	
Date Tabled	19 February 2014	
Recommendation 8	Local councils should as a priority, develop a strategy for more effectively reducing their asset renewal gaps.	
Acceptance (current)	Accepted	

Action	Commenced predictive modelling program to deliver optimal renewal program based on agreed levels of service rather than a focus on renewal gap.		
Status	Partially completed		
Date commenced	January 2015	**Date completed / due for completion**	June 2016

Agency	**City of Port Phillip**		**2013–14**
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 9	Local councils should improve their asset management information systems and knowledge of their asset portfolios to ensure they have up-to-date information on all assets.		
Acceptance (current)	Accepted		
Action	Completed condition, functionality and capacity audit of buildings, open space and lighting assets to update information in asset management information system. Upgrade/replacement of current AMIS (Hansen) under investigation in 2015/16 financial year.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	June 2016

Agency	**City of Port Phillip**		**2013–14**
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 10	Local councils should identify and review the skills and resources required to effectively manage infrastructure assets, including developing a skills matrix and action plan to address identified skill and resource requirements and gaps.		
Acceptance (current)	Accepted		
Action	Commenced the development of a skills and training matrix for the Asset Management team.		
Status	Partially completed		
Date commenced	July 2015	**Date completed / due for completion**	June 2016

Agency	**City of Port Phillip**		**2013–14**
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 11	Local councils should improve the provision of information to, and engagement with, the community on asset management.		
Acceptance (current)	Partially accepted		
Action	It has been determined that asset management maturity is not sufficiently advanced in this area. Some engagement will be undertaken as part of the long term plan engagement process.		
Status	-		
Date commenced		**Date completed / due for completion**	

Agency	City of Port Phillip	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 12	Local councils should develop and implement comprehensive asset management monitoring, reporting and evaluation systems, and publicly report their progress and performance against plans and strategies, including against capital works budgets.	
Acceptance (current)	Accepted	
Action	Established an Enterprise Portfolio Management Office (EPMO) to significantly increase project delivery capability by creating a plan-first culture and a business focussed approach to project, program and portfolio management for priority capital and operational projects. This is being delivered through project goverance processes as part of a Project Management Framework, a skills development program and database system for capturing, monitoring and reporting on all project key milestones and project status.	
Status	Substantially completed	
Date commenced	July 2014	**Date completed / due for completion** June 2016

City of Stonnington

Agency	City of Stonnington	2013–14
Audit Report	**Shared Services in Local Government**	
Date Tabled	28 May 2014	
Recommendation 1	That councils ensure future initiatives are soundly based, including clearly identifying expected benefits and costs and how they will be measured.	
Acceptance (current)	Accepted	
Action	No new shared service initiatives have arisen since this audit was completed. Should a shared service initiative be entered into by Council adequate reporting arrangements are in place.	
Status	Completed	
Date commenced	August 2014	**Date completed / due for completion** August 2014

Agency	City of Stonnington	2013–14
Audit Report	**Shared Services in Local Government**	
Date Tabled	28 May 2014	
Recommendation 4	That councils develop and implement comprehensive monitoring, evaluation and reporting on shared services, supported by reliable baseline data and clear and measurable outcomes.	
Acceptance (current)	Accepted	
Action	No shared services opportunities have arisen since this audit was completed. Should a shared service opportunity arise in the future appropriate reporting arrangements are in place.	
Status	Completed	
Date commenced	August 2014	**Date completed / due for completion** August 2014

City of Wodonga

Agency	City of Wodonga	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 1	Local councils should accelerate efforts to review and update their asset management frameworks, policies and strategies to meet better practice standards.	
Acceptance (current)	Accepted	
Action	Asset management policy updated following feedback on better practice from VAGO. Asset Management Strategy amended to identify roles and responsibilities for asset management. Corporate Asset management project system, Integrated Project Management software, final stage implemented. Guideline / framework document created, addressing project identification, capital bid, and project assessment and priortisation	
Status	Completed	

Date commenced	May 2014	Date completed / due for completion	February 2015

Agency	City of Wodonga	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 2	Local councils should make sure they have comprehensive asset management plans covering all major asset categories.	
Acceptance (current)	Accepted	
Action	Road Asset Management Plan adopted by Council Path Asset Management Plan adopted by Council Network path and road inventory and condition surveys undertaken LGV Performance reporting on asset management plans adopted	
Status	Partially completed	

Date commenced	May 2014	Date completed / due for completion	June 2017

Agency	City of Wodonga	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 8	Local councils should as a priority, develop a strategy for more effectively reducing their asset renewal gaps.	
Acceptance (current)	Accepted	
Action	Wodonga City Council has a renewal gap in the order of less than 2% The existing & updated long term capital plan renewal expenditure is consistent with long term renewal needs The updated Council asset management policy and strategy along with the Long Term Capital Plan (10yr) reflects councils commitment to asset management renewal Internal reporting on asset performance is undertaken via the Audit committee Council is reporting in accordance with the Local Government Framework LGV	
Status	Completed	

Date commenced	April 2014	Date completed / due for completion	June 2015

Agency	City of Wodonga		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 9	Local councils should improve their asset management information systems and knowledge of their asset portfolios to ensure they have up-to-date information on all assets.		
Acceptance (current)	Accepted		
Action	Cyclic asset condition / defect surveys have been completed for the respective asset portfolios to provide timely valuation/financial reporting Council has allocated financial resources for ongoing development of the corporate asset system. The corporate Capital Project/Asset Management system, Integrated Project Mgt, final stage has been implemented with training, financial and project management tools		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	August 2015

Agency	City of Wodonga		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 10	Local councils should identify and review the skills and resources required to effectively manage infrastructure assets, including developing a skills matrix and action plan to address identified skill and resource requirements and gaps.		
Acceptance (current)	Partially accepted		
Action	Reviews and identification of skills required for asset management is conducted though councils Performance Evaluation System (PES). A significant training budget is provided and allocated to support training and skill development for staff and management. Engagement of staff and skills required for asset management areas is outlined in Position Descriptions for staff.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	July 2015

Agency	City of Wodonga		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 11	Local councils should improve the provision of information to, and engagement with, the community on asset management.		
Acceptance (current)	Accepted		
Action	The standard meeting template for Management Briefings and Council meetings has a communication/consultation table, which addresses information to, and engagement with, the community on asset management. A new management position 'Community Planning and Wellbeing will also contribute to the development and implementation of a community planning framework and methodology for evaluating and monitoring community services and community infrastructure planning. Reporting to the public on the performance of asset management is also undertaken though the recently introduced Local Government Planning and reporting regulations, and through the Annual Report.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	August 2015

Agency	City of Wodonga	2013–14
Audit Report	**Asset Management and Maintenance by Councils**	
Date Tabled	19 February 2014	
Recommendation 12	Local councils should develop and implement comprehensive asset management monitoring, reporting and evaluation systems, and publicly report their progress and performance against plans and strategies, including against capital works budgets.	
Acceptance (current)	Accepted	
Action	Monthly Capital Project review of capital/asset management meetings undertaken to monitor performance against progress and budgets Quarterly council reporting of asset management capital works provided to the council and community via the web. Annual council reporting against council performance indicators undertaken Introduction of Stage 2 of Integrated Project Management software to manage asset / capital projects' Asset monitoring, reporting and evaluation is also undertaken via the LGV Local Government (Planning & Reporting) regulations 2014	

Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	August 2015

Colac Otway Shire Council

Agency	Colac Otway Shire Council	2013–14
Audit Report	**Shared Services in Local Government**	
Date Tabled	28 May 2014	
Recommendation 1	That councils ensure future initiatives are soundly based, including clearly identifying expected benefits and costs and how they will be measured.	
Acceptance (current)	Accepted	
Action	The VAG's report provides guidance for Council where Shared Services are being considered in the future. Council will continue to pursue shared services particularly with adjoining Councils where there are opportunities. Colac Otway has been involved in a number of joint activities in Emergency Management with Surf Coast and Corangamite Shires. It should be noted that Colac Otway's involvement in both G21 and Great South Coast was not considered as Shared Services as part of the report. Council has undertaken a number of initiatives through both networks.	
Status	Partially completed	
Date commenced	September 2014	**Date completed / due for completion**	September 2016

Agency	Colac Otway Shire Council	2013–14
Audit Report	**Shared Services in Local Government**	
Date Tabled	28 May 2014	
Recommendation 4	That councils develop and implement comprehensive monitoring, evaluation and reporting on shared services, supported by reliable baseline data and clear and measurable outcomes.	
Acceptance (current)	Partially accepted	

Action	The recommendation is noted.
	Colac Otway's experience in Shared Services has been mixed. The need to better monitor, evaluate and report on shared services is recognised as an area that needs to be improved.
	Further analysis will be undertaken of the Audit Report to establish guidelines for the future when considering Shared Services Assistance from the Department of Transport, Planning and Local Infrastructure and the development of guidelines would be beneficial.
	To be some discussions at Regional Council level.
Status	-
Date commenced		Date completed / due for completion	

Coliban Region Water Corporation

Agency	Coliban Region Water Corporation	2013–14
Audit Report	Operating Water Infrastructure Using Public Private Partnerships	
Date Tabled	21 August 2013	
Recommendation 1.1	The water corporations should routinely and regularly report to their boards on contract performance, including realisation of anticipated benefits	
Acceptance (current)	Accepted	
Action	Coliban Water continues to work with DTF and anticipates receiving further guidance in regards to the enhancements to processes used for benefits realisation and value for money for Public Private Partnerships.	
	Coliban Water has adopted a stage-gated approach for delivering major projects using the Gateway Review process promoted by DTF, and undertakes reviews for projects and transactions that exceed high value/high risk thresholds set by the corporation. Benefits realisation is conducted using the Gate 6 methodology.	
	Coliban Water reports to the Board on major contract performance on a quarterly basis. Key areas of focus within these reports include:	
	- Progress toward the realisation of anticipated benefits	
	- Performance of each major contract	
	- Financial health of each contractor	
	- Contract risks	
	- Contract costs	
Status	Completed	
Date commenced	April 2014	Date completed / due for completion	June 2016

Agency	Coliban Region Water Corporation	2013–14
Audit Report	Operating Water Infrastructure Using Public Private Partnerships	
Date Tabled	21 August 2013	
Recommendation 1.2	The water corporations should routinely and regularly report to their boards on contract performance, including financial performance	
Acceptance (current)	Accepted	
Action	Coliban Water undertakes an annual financial risk assessment of each major contractor that is reported quarterly to the Coliban Water Board. This report has been structured to provide the Board with greater transparency in relation to financial controls around the PPP's. A monthly Business Report is also collated that provides data and information on the financials for all contracts.	
	In addition to this, a quarterly report has been developed and implemented focusing on major contract management and this informs the Coliban Water Board on any emerging contractual issues, changes in contract risks, and progress and performance of major contracts.	

Status	Completed		
Date commenced	April 2014	Date completed / due for completion	September 2014

Agency	Coliban Region Water Corporation		2013–14
Audit Report	Operating Water Infrastructure Using Public Private Partnerships		
Date Tabled	21 August 2013		
Recommendation 1.3	The water corporations should routinely and regularly report to their boards on contract performance, including effectiveness of risk management		
Acceptance (current)	Accepted		
Action	Coliban Water undertakes an annual contract risk assessment for each major contract using the enterprise risk management systems and associated tools. These assessments inform key strategic risk reporting which is provided to the Board on a periodic basis. Coliban Water has a quarterly Major Contract Management report that is used to inform the Board on any emerging contractual issues and changes to contract risks to ensure that the Board has a greater transparency on the progress and performance of Contract Management of PPP contracts and other major contracts. The quarterly reports provide details on any non-conformances, performance standards and the services provided under the contracts. Actions arising are recorded in an internal issues management system with resolution of issues reported at a whole of business level in the monthly Business Performance Report to the Board.		
Status	Completed		
Date commenced	April 2014	Date completed / due for completion	October 2014

Agency	Coliban Region Water Corporation		2013–14
Audit Report	Operating Water Infrastructure Using Public Private Partnerships		
Date Tabled	21 August 2013		
Recommendation 4	The water corporations should revise their contract administration manuals to comply with Partnerships Victoria's Contract Management Guide.		
Acceptance (current)	Accepted		
Action	All Contract Administration Manuals for the major contracts have been revised and have considerably expanded their content to enhance transparency. To facilitate this process Coliban Water undertook an assessment of the requirements of the Partnerships Victoria Contract Management Guide and aligned the agency's model with the corporation's own internal structure. Annual reviews of the Contract Administration Manuals are undertaken, with a focus on contract management processes and compliance activities.		
Status	Completed		
Date commenced	December 2013	Date completed / due for completion	March 2014

Agency	Coliban Region Water Corporation		2013–14
Audit Report	Operating Water Infrastructure Using Public Private Partnerships		
Date Tabled	21 August 2013		
Recommendation 5	The water corporations should improve their risk management frameworks for each public private partnership project to systematically identify, mitigate and report on risks.		
Acceptance (current)	Accepted		

Action	In addition to the quarterly Major Contract Management report that informs Coliban Water's Board on any contract issues and contract risks, Major Contract Failure Risk (a corporate strategic risk) is periodically reviewed and reported to the Board.		
	Contract related risks are established at contract commencement and reviewed annually as required under the Contract Administration Manual. A contract risk review forms part of the Contract Management obligations process and is completed on an annual basis. The risk analysis is completed as part of the Corporate Strategic Risk Management process using the enterprise risk management system and associated tools.		
	The identified risks are reviewed for current relevance, applicability and effectiveness.		
	Control measures are reviewed to ensure they are effective and relative to the assessed level of risk. Risks are rated using the corporate risk framework to determine the residual risk.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	October 2014

Agency	Coliban Region Water Corporation		2013–14
Audit Report	Operating Water Infrastructure Using Public Private Partnerships		
Date Tabled	21 August 2013		
Recommendation 6	Coliban Water should reconsider its approach to applying reductions in service payments for non-performance under the AQUA 2000 project and the Campaspe Water Reclamation Scheme contracts.		
Acceptance (current)	Accepted		
Action	Coliban Water is considering its approach to the application of the toll abatement regime under both PPP's.		
	An internal review by Coliban Water's Management is assessing its ability to apply toll abatements within the legal constructs of each contract.		
	Legal advice has been obtained which outlines a process that Coliban Water could pursue to alter the Guideline that exists for the toll abatement regime of both PPP's.		
	Coliban Water is considering its approach to the application of the toll abatement regime under both PPP's. An internal review by Coliban Water's Management is assessing its ability to apply toll abatements within the legal constructs of each contract.		
	Legal advice has been obtained and presented to the Audit and Risk Committee. This advice outlines a process that Coliban Water could pursue to alter the Guideline that exists for the toll abatement regime of both PPP's. Advice is now being obtained, at the request of the Audit and Risk Committee, on the potential commercial implications of altering the toll abatement regime.		
Status	Substantially completed		
Date commenced	December 2014	Date completed / due for completion	September 2015

Country Fire Authority

Agency	Country Fire Authority	2013–14
Audit Report	Managing Emergency Services Volunteers	
Date Tabled	05 February 2014	
Recommendation 1.1	The Country Fire Authority and the Victoria State Emergency Service should improve their central and regional oversight of volunteer workforce management by strategically using the available information, such as volunteer demographic data, Brigade Operational Skills Profiles and ERAS-e profiles, and developing new information, such as risk assessment, to increase their awareness of actual and required volunteer numbers	
Acceptance (current)	Accepted	

Action	CFA's actions as advised to VAGO in response to this recommendation are to;
	(1) Continue the development of the current CFA Volunteer Strategy that will set the strategic framework for volunteer workforce management and will draw on its data to increase the awareness of the required number of volunteers and to close gaps and risks around volunteer capability.
	(2) Finalise and implement the change from 8 to 5 Regions and the key service delivery role of the 20 districts of which the volunteers are the significant contributors
	(3) Will finalise and implement the recommendations from the Review of the Brigade Operational Skills Project (BOSP)
	The actions undertaken by CFA are:
	• CFA's Volunteerism Strategy was endorsed by the Board at its meeting on March 16, 2015.
	• CFA completed the transition from 8 to 5 regions in October 2014.
	• CFA has completed the review and implemented enhancements to BOSP.
Status	Completed

Date commenced	March 2014	**Date completed / due for completion**	December 2014

Agency	**Country Fire Authority**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 1.2	The Country Fire Authority and the Victoria State Emergency Service should improve their central and regional oversight of volunteer workforce management by strategically using the available information, such as volunteer demographic data, Brigade Operational Skills Profiles and ERAS-e profiles, and developing new information, such as risk assessment, to increase their awareness of the gaps and risks around volunteer capability and capacity		
Acceptance (current)	Accepted		
Action	CFA's actions as advised to VAGO in response to this recommendation are to;		
	Finalise and implement the recommendations from the Review of the Brigade Operational Skills Project (BOSP)		
	Actions undertaken by CFA are:		
	• CFA has completed the review and implemented enhancements to the BOSP in December 2014.		
Status	Completed		

Date commenced	March 2014	**Date completed / due for completion**	December 2014

Agency	**Country Fire Authority**	**2013–14**
Audit Report	**Managing Emergency Services Volunteers**	
Date Tabled	05 February 2014	
Recommendation 2	The Country Fire Authority and the Victoria State Emergency Service should develop recruitment and retention strategies to guide these activities centrally, regionally and at the district, brigade and unit level, so that approaches are consistent with the organisations' strategic goals.	
Acceptance (current)	Accepted	
Action	In response to recommendation two, CFA committed to VAGO to;	
	Include these matters in the development of the CFA Volunteer Strategy	
	The action undertaken by CFA is:	
	• CFA's Volunteerism Strategy was endorsed by the Board at its meeting on March 16, 2015.	

Status	Completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2014

Agency	**Country Fire Authority**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 3	The Country Fire Authority and the Victoria State Emergency Service should implement risk management processes within regions, districts, brigades and units to understand and manage the local risks associated with their volunteer workforces.		
Acceptance (current)	Accepted		
Action	CFA's agreed VAGO action in response to this recommendation is to: Develop consistent risk management processes for adoption across the organisation and include this matter in its Corporate Risk Register. The action undertaken by CFA is: • Updated risk management processes have been developed and incorporated into CFA's Corporate Risk Register to enable CFA to better identify and mitigate risks at a volunteer brigade, group, district and regional level.		
Status	Completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2014

Agency	**Country Fire Authority**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 5	The Country Fire Authority and the Victoria State Emergency Service should evaluate volunteer support systems and processes.		
Acceptance (current)	Accepted		
Action	CFA's actions as advised to VAGO in response to this recommendation are to; Implement this recommendation as part of the Volunteer Support Program The action undertaken by CFA: • Implementation of the Pilot Volunteer Support Program in 2014, with the introduction of 64 new Volunteer Support roles focussed on increasing support to volunteers across the State.		
Status	Completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2014

Agency	**Country Fire Authority**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 6	The Country Fire Authority and the Victoria State Emergency Service should explore further opportunities to collaborate with each other.		
Acceptance (current)	Accepted		
Action	CFA's actions as advised to VAGO in response to this recommendation are to; Designate a key Executive to collaborate with SES on this recommendation The action undertaken by CFA is: • On 7 March 2014, CFA appointed the Executive Director, Operational Training and Volunteerism to collaborate with SES to determine opportunities that maintain and enhance support to volunteers from both agencies.		

Status	Completed		
Date commenced	March 2014	Date completed / due for completion	December 2014

Agency	Country Fire Authority		2013–14
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 7	The Country Fire Authority should develop exit surveys and associated management reports based on meaningful analysis as a way to better inform it about the reasons that volunteers leave.		
Acceptance (current)	Accepted		
Action	CFA's actions as advised to VAGO in response to this recommendation are to; Develop exit surveys and associated management reports based on meaningful analysis as a way to better inform it about the reasons that volunteers leave The action undertaken by CFA is: • The Volunteer Exit Survey was transitioned into 'business as usual' on 1 July 2014. This survey is an ongoing process and captures data from volunteers who leave CFA so that programs, processes and systems can be enhanced to improve retention and workforce satisfaction. Since transitioning to business as usual, the exit survey process has been continually improved and CFA is now engaging with SES to share data, improve systems and better understand the reasons behind volunteers' resignations at CFA and related volunteer-based agencies.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	June 2014

Agency	Country Fire Authority		2013–14
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 8	The Country Fire Authority should improve Brigade Operational Skills Profiles to reflect volunteer activity and availability.		
Acceptance (current)	Accepted		
Action	CFA's actions as advised to VAGO in response to this recommendation are to; Finalise and implement the recommendations from the Review of the Brigade Operational Skills Project The action undertaken by CFA is: • CFA has completed the review and implemented enhancements to the BOSP in December 2014.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	December 2014

Department of Economic Development, Jobs, Transport & Resources

Agency	Department of Economic Development, Jobs, Transport & Resources	2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**	
Date Tabled	24 October 2012	
Recommendation 1.1	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by developing whole-of-department compliance policies and specific regulator policies, as appropriate, that meet better practice criteria-including describing education and enforcement approaches, and making relevant information publicly available	

Acceptance (current)	Accepted		
Action	Significant work was completed in DEPI on a whole-of-department compliance framework and policy that met better practice criteria, which the Senior Executive Group approved in August 2014 and is published on DEPI's website: http://www.depi.vic.gov.au/__data/assets/pdf_file/0004/299155/181214-V1.2-DEPI-Compliance-Policy.pdf The compliance policy set standards for compliance strategies, compliance plans and performance indicators. Fisheries, biosecurity & forest protest management have implemented many elements of the compliance framework, including compliance strategies that meet the standards. A project is underway in DEDJTR (commenced March 2015) to adapt the work for DEDJTR regulators. The project, involving collaboration across the department will be finalised in late 2015 with implementation from early 2016. Earth Resources Regulation has made limited progress in addressing this recommendation. DEDJTR is reforming the Earth Resources Regulation branch to ensure it operates as a contemporary regulator, is aligned with government priorities and meets stakeholders' expectations. The reform project includes the areas identified in this audit.		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**	**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**	
Date Tabled	24 October 2012	
Recommendation 1.2	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by improving how they manage delegations-including maintaining current registers of delegations and Acts with compliance responsibilities, communicating expectations for managing delegations, and regularly assessing how well the delegations are used	
Acceptance (current)	Accepted	
Action	DEPI had a current register of delegations and Acts with compliance responsibilities and work was underway to communicate expectations and assess how well the delegations were used. DEDJTR is about to commence a project on managing delegations across the department. Managing delegations is also a component of the current DEDJTR regulatory model project (which will link to the department-wide project). Project outputs (including an improved approach to managing delegations with a register of delegations and procedures for both communicating expectations for managing delegations and regularly assessing how delegations are used) to be finalised in late 2015 with implementation from early 2016. Earth Resources Regulation has made limited progress in addressing this recommendation. As noted above, the current reform of the Earth Resources Regulation branch includes the areas identified in this audit such as clearly documented processes for managing delegations (which will align with the Departmental approach once finalised).	

Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**	**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**	
Date Tabled	24 October 2012	

Recommendation 1.3	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by transparently identifying and monitoring high compliance risks across all Acts and regulations, and reporting these to senior management
Acceptance (current)	Accepted
Action	Significant work was completed in DEPI on a whole-of-department compliance framework and policy, which the Senior Executive Group approved in August 2014 and is published on DEPI's website:
	http://www.depi.vic.gov.au/__data/assets/pdf_file/0004/299155/181214-V1.2-DEPI-Compliance-Policy.pdf
	The compliance policy set standards for compliance strategies, compliance plans and performance indicators. It requires, as a minimum standard, DEPI regulatory businesses to identify, monitor and report on high compliance risks.
	Fisheries, biosecurity & forest protest management have implemented many elements of the compliance framework, including compliance strategies that meet the standards and identify high risks.
	A project is underway in DEDJTR (commenced March 2015) to adapt the compliance framework for DEDJTR regulators. The project, involving collaboration across the department, will be finalised in late 2015 with implementation from early 2016.
	Earth Resources Regulation has made limited progress in addressing this recommendation. The current reform of the Earth Resources Regulation branch includes the areas identified in this audit.
Status	Partially completed
Date commenced	July 2013	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**
Date Tabled	24 October 2012
Recommendation 1.4	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by improving oversight and assurance of their compliance functions by better monitoring how they manage their compliance responsibilities-including through regular external review, and, for the Department of Sustainability and Environment, by also assigning clear accountability for its compliance functions and the statewide compliance strategy
Acceptance (current)	Accepted
Action	DEPI implemented major structural changes to consolidate regulatory and compliance functions and improve its ability to monitor and manage compliance activities. DEPI also implemented a compliance framework that made internal businesses accountable for developing effective compliance strategies outlining objectives, obligations, risk-based priorities and performance measures to assess the effectiveness of their compliance activities.
	Following the formation of DEDJTR, an organisational restructure was undertaken to ensure the department is able to efficiently deliver on its objectives. This includes ensuring that compliance can be delivered efficiently and with clear lines of accountability.
	The current regulatory model project includes a compliance framework that will address regulator performance tracking to improve monitoring of compliance performance. This project is expected to be completed before the end of 2015.
	As noted above, the current reform of the Earth Resources Regulation branch includes the areas identified in this audit, including functional accountability for compliance activities.
Status	Partially completed
Date commenced	July 2013	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.1	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify a core set of compliance outcomes		
Acceptance (current)	Accepted		
Action	Significant progress was made in DEPI on a compliance outcomes hierarchy for developing performance indicators and a performance management system. The hierarchy was approved by DEPI's Senior Executive Group in August 2014 (published on DEPI's website: http://www.depi.vic.gov.au/__data/assets/pdf_file/0004/299155/181214-V1.2-DEPI-Compliance-Policy.pdf). Fisheries, biosecurity and forest protest management have developed performance indicators. The Biosecurity Evidence Framework was implemented from 1 July 2015. It provides a consistent approach to measuring, monitoring, evaluating and reporting performance against biosecurity outcomes (including a suite of over 200 performance indicators). The DEDJTR regulatory model project includes a Regulator Performance Tracking System that builds on DEPI's work. The project will be finalised in late 2015 with implementation from early 2016. Earth Resources Regulation has made limited progress in addressing this recommendation. The current reform of the Earth Resources Regulation branch includes an improved performance measurement and reporting framework aligned to compliance outcomes.		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.2	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify relevant, appropriate and representative compliance performance measures of effectiveness against the outcomes and compliance objectives		
Acceptance (current)	Accepted		
Action	As per response to recommendation 2.1		
Status	Partially completed		
Date commenced	August 2014	**Date completed / due for completion**	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.3	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify transparent internal reporting and balanced public reporting on compliance		
Acceptance (current)	Accepted		

Action	As noted in the response to recommendation 2.1, the compliance framework being developed in the DEDJTR regulatory model project includes a Regulatory Performance Tracking System that builds on the work in DEPI for all DEDJTR regulators.
	This system will be used for internal and public reporting on compliance. In the interim, existing systems are being used to provide internal monthly performance reporting on key compliance activities in the Agriculture and Resources Portfolios.
Status	Partially completed		
Date commenced	August 2014	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.4	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify targeted and reliable compliance data and information sets relevant to the performance measures, based on a data and information gap analysis		
Acceptance (current)	Accepted		
Action	As noted in the response to recommendation 2.1 above, the compliance framework being developed in the DEDJTR regulatory model project includes a Regulatory Performance Tracking Systems that builds on the work in DEPI for all DEDJTR regulators.		
Status	Partially completed		
Date commenced	August 2014	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 3.1	The regulators within the departments of Primary Industries and Sustainability and Environment should rigorously and transparently prioritise and plan their compliance work under all relevant Acts		
Acceptance (current)	Accepted		
Action	Significant work was completed in DEPI to prepare a department compliance framework and policy, which DEPI's Senior Executive Group approved in August 2014 (published on the DEPI website:		
	http://www.depi.vic.gov.au/__data/assets/pdf_file/0004/299155/181214-V1.2-DEPI-Compliance-Policy.pdf)		
	The policy sets rigorous and transparent processes and standards for compliance strategies and plans that prioritise and describe the business' compliance work.		
	Fisheries, biosecurity and forest protest management have adopted many elements of the compliance framework, including developing and implementing compliance strategies that prioritise compliance activities.		
	A project is underway in DEDJTR (commenced March 2015) to adapt the compliance framework and policy for DEDJTR regulators. Project outputs, including compliance strategies and plans that prioritise activities, will be finalised with the Project Steering Board in late 2015 with implementation from early 2016.		
	Earth Resources Regulation has made limited progress in addressing this recommendation. The current reform of the branch includes developing a risk-based compliance strategy that transparently plans and prioritises compliance activities.		
Status	Partially completed		
Date commenced	June 2013	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**
Date Tabled	24 October 2012
Recommendation 3.2	The regulators within the departments of Primary Industries and Sustainability and Environment should regularly and systematically review how consistently and objectively they conduct all types of enforcement actions
Acceptance (current)	Accepted
Action	Significant work was completed in DEPI to prepare a department compliance framework and policy, which DEPI's Senior Executive Group approved in August 2014 (published on the DEPI website: http://www.depi.vic.gov.au/__data/assets/pdf_file/0004/299155/181214-V1.2-DEPI-Compliance-Policy.pdf). The policy commits regulatory businesses to develop an enforcement decision making framework for their business. Fisheries, biosecurity and forest protest management have already adopted many elements of the policy and prepared compliance strategies. Fisheries have developed a new Enforcement Action Review program, involving a quarterly analysis of all enforcement actions and sampling of individual cases to ensure a consistent approach. A project commenced in March 2015 to adapt the compliance framework and policy for DEDJTR regulators. Project outputs will be finalised with the Project Steering Board in late 2015 with implementation from early 2016. Earth Resources Regulation has made limited progress in addressing this recommendation. The current reform of the branch includes the areas identified in this audit.
Status	Partially completed

Date commenced	July 2013	**Date completed / due for completion**	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**
Date Tabled	24 October 2012
Recommendation 6	The departments of Primary Industries and Sustainability and Environment should identify and centrally document core processes for managing the work standards, recruitment, training and authorisation of compliance officers and central systems for coordinating and reviewing these activities.
Acceptance (current)	Accepted
Action	(recruitment and training) standards for Authorised Officers. The standards were approved by DEPI's Senior Executive Group in August 2014. Scoping documents for the implementation of the standards were drafted before the machinery of government changes announced in December 2014. Fisheries, biosecurity and forest protest management are implementing some elements of the capability standards. A project commenced in March 2015 in DEDJTR to adapt the compliance framework and policy (including common standards, recruitment, training and authorisation of compliance officers) for DEDJTR regulators. Project outputs will be finalised in late 2015 with implementation from early 2016. Earth Resources Regulation has made limited progress in addressing this recommendation. The current reform of Earth Resources Regulation branch includes the areas identified in this audit such as the standards, systems and procedures for the recruitment, training and authorisation of compliance officers.
Status	Partially completed

Date commenced	July 2013	**Date completed / due for completion**	July 2016

Agency	Department of Economic Development, Jobs, Transport & Resources		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 7.1	The departments of Primary Industries and Sustainability and Environment should each develop and implement a whole-of-department, better practice complaints management policy and training		
Acceptance (current)	Accepted		
Action	Significant work was completed in DEPI to prepare a complaints management policy and procedure. Implementation in DEPI was about to occur before the machinery of government change announced in December 2014. A project commenced in March 2015 to adapt the existing draft work on a complaints management system and associated training for DEDJTR's regulators. Project outputs (including a central register for department regulators, regular monitoring of data and use to improve regulatory practice) will be finalised in late 2015 with implementation from early 2016. Once finalised, the complaints policy will be published on the website. Earth Resources Regulation (in DPI when the audit occurred, then DSDBI) has made limited progress in addressing this recommendation. The current reform of the Earth Resources Regulation branch includes the areas identified in this audit such as an updated complaints management policy, system and associated training.		
Status	Partially completed		
Date commenced	November 2013	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 7.2	The departments of Primary Industries and Sustainability and Environment should each publish the policy on its website		
Acceptance (current)	Accepted		
Action	As described in recommendation 7.1		
Status	Partially completed		
Date commenced	November 2013	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 7.3	The departments of Primary Industries and Sustainability and Environment should each record all complaints in a central register(s), monitor complaints data and use this information to improve regulatory policies and processes		
Acceptance (current)	Accepted		
Action	As described in recommendation 7.1		
Status	Partially completed		
Date commenced	August 2014	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 1	The Department of Primary Industries should finalise its 2012 draft Fisheries Statement and apply its objectives and principles to the planning and management of recreational freshwater fisheries.		
Acceptance (current)	Partially accepted		
Action	The statement referred to in the audit report was part of a draft reform package described as the Future Fisheries Strategy. This package did not proceed, rather was replaced by a staged fishery by fishery improvement approach, to be undertaken with the close involvement of relevant sector participants. The Fisheries Statement will not proceed in the form described in the audit report. The staged improvement approach described above is being progressively applied, based on an assessment of relative risk across fisheries and subject to availability of required resources. Strategic projects completed to date include the Port Phillip Bay dive scallop and urchin fisheries. The next project to be undertaken at the direction of the Minister for Agriculture is improving licence transferability for the wrasse fishery. The priority for recreational freshwater fisheries is to develop a new fishery management plan in accordance with improved guidelines (refer also recommendation 1.1).		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 2	The Department of Primary Industries should finalise the policy for its draft 2011 Harvest Strategy and implement the principles and guidelines uniformly across all recreational freshwater fisheries.		
Acceptance (current)	Partially accepted		
Action	The Harvest Strategy Policy has been incorporated into improved guidelines for developing fishery management plans. DEDJTR is collaborating with South Australian and Commonwealth fisheries agencies in a Fisheries Research and Development Corporation (FRDC) funded project to develop a harvest management, governance and resource sharing framework for the western snapper stock. This project will provide a management model for other fisheries. Fisheries Victoria is currently developing harvest strategies for both the rock lobster and abalone fisheries, both expected to be completed by the end of 2015. Harvest strategies for Victoria's freshwater fish species will be developed in conjunction with the Recreational Freshwater Fishery Management Plan (RFFMP).		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2018

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Management of Freshwater Fisheries**
Date Tabled	20 March 2013
Recommendation 3	The Department of Primary Industries should finalise its draft 2011 Stakeholder Engagement Strategy and implement the principles and guidelines across recreational freshwater fishing consultative processes.
Acceptance (current)	Partially accepted

Action	The 2011 Stakeholder Engagement Strategy was a component of the draft Future Fisheries Strategy, which has been replaced by a staged fishery by fishery improvement approach.
	Fisheries Victoria has a range of ongoing processes for engaging recreational fishers, including statewide and regional round table forums, issue-specific meetings (e.g. for marine stocking) and fish stocking planning forums. The branch engages with the recreational fishing community via its website, Facebook page, the recreational fishing 'app', products such as the annual Recreational Fishing Guide and through face to face interaction with uniformed Fisheries Officers. The branch also engages with recreational fishers through ongoing interaction with their representative body VRFish. Fisheries Victoria also has close ongoing collaboration with land and water managers from agencies including Arthur Rylah Institute, DELWP Water Group, the Environmental Water Holder and Catchment Management Authorities.
Status	Completed
Date commenced	July 2013	Date completed / due for completion	June 2015

Agency	Department of Economic Development, Jobs, Transport & Resources	2012–13
Audit Report	**Management of Freshwater Fisheries**	
Date Tabled	20 March 2013	
Recommendation 4.1	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes clear performance outcomes, operational objectives and a suite of robust, balanced and measurable outcome-focused performance indicators, that are clearly linked to the legislative objectives for the management of fisheries	
Acceptance (current)	Accepted	
Action	Fisheries Victoria plans to develop a suite of new or updated fishery management plans over the next three years based on a timetable agreed to by senior management.	
	Updated/new management plans for the rock lobster and Port Phillip Bay dive scallop fishery respectively are currently in development.	
	An updated abalone fishery management plan was gazetted in late 2014.	
	Improved guidelines set out the components to be included in a fishery management plan.	
	The timetable proposes that a new (multi-species) Recreational Freshwater Fishery Management Plan will be delivered by the end of December 2016	
Status	Partially completed	
Date commenced	March 2014	Date completed / due for completion	December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources	2012–13
Audit Report	**Management of Freshwater Fisheries**	
Date Tabled	20 March 2013	
Recommendation 4.2	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes management actions and targets to mitigate high priority risks identified through a risk assessment process that at least adopts the principles identified in the 2003 Guidelines for the ecologically sustainable management reporting framework for fisheries	
Acceptance (current)	Accepted	

Action	Refer also to recommendation 1.1 above.
	Improved guidelines for preparing fishery management plans address this recommendation.
	Partially completed
	Fisheries Victoria has adopted a nationally agreed best practice assessment process to assess and report on the stock status of 23 key Victorian fish stocks (including eels and Murray cod). The ESD principles have been incorporated into a newly developed risk-based method to review and prioritise science investment required for fisheries management decision-making, currently being implemented This approach will also guide development of a new Recreational Freshwater Fishery Management Plan.
Status	Partially completed
Date commenced	March 2014	**Date completed / due for completion**	December 2016

Agency	**Department of Economic Development, Jobs, Transport & Resources**	**2012–13**
Audit Report	**Management of Freshwater Fisheries**	
Date Tabled	20 March 2013	
Recommendation 4.3	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes a harvest strategy which sets catch and take limits and targets	
Acceptance (current)	Accepted	
Action	Refer also to recommendation 1.1 above.	
	Improved guidelines for preparing fishery management plans address this recommendation.	
	Fisheries Victoria completed a comprehensive review of Murray cod fishing regulations in late 2014 based on best practice fish population modelling and public consultation and is currently undertaking similar work for trout and sand flathead to ensure ongoing sustainable harvest of these species.	
Status	Partially completed	
Date commenced	March 2014	**Date completed / due for completion** December 2016

Agency	**Department of Economic Development, Jobs, Transport & Resources**	**2012–13**
Audit Report	**Management of Freshwater Fisheries**	
Date Tabled	20 March 2013	
Recommendation 4.4	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes identification of gaps in information and data, and prioritises research, information collection and monitoring activities to address high-risk gaps	
Acceptance (current)	Accepted	
Action	Refer also to recommendation 1.1 above.	
	Improved guidelines for preparing fishery management plans address this recommendation.	
	Fisheries Victoria is implementing a new evidence-based tool to assess and prioritise science investment to inform fisheries management decision making.	
	Fisheries Victoria has developed a strong strategic relationship with the Arthur Rylah Institute for delivery of a range of freshwater fisheries research services.	
Status	Partially completed	
Date commenced	July 2013	**Date completed / due for completion** December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 4.5	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes a set of regularly monitored predetermined reference points or triggers for high-risk fishery issues, supported by predetermined decision rules if the triggers are reached		
Acceptance (current)	Accepted		
Action	Refer also to recommendation 1.1 above. Improved guidelines for preparing fishery management plans address this recommendation. Fisheries Victoria has adopted this approach for previous and current work on the Murray cod, trout and sand flathead fish stocks.		
Status	Partially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 4.6	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes the identification and allocation of resources and time frames to implement management plan actions		
Acceptance (current)	Accepted		
Action	Refer also to recommendation 1.1 above. Improved guidelines for preparing fishery management plans address this recommendation. Fisheries Victoria completed a project in late 2013, in collaboration with Catchment Management Authorities and recreational fishing stakeholders, to identify and incorporate Fishery Management priorities into new Regional Waterway Strategies. These priorities are guiding investment decisions on projects including habitat improvement, which recreational fishers have identified as a high priority for action. More than half of the available Recreational Fishing Licence grant funding flowed to CMAs for fishery management priorities in the following funding round, indicating the success of this approach. This work will significantly inform priority setting approaches in a new Recreational Freshwater Fishery Management Plan.		
Status	Partially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 4.7	The Department of Primary Industries should develop a management plan for all recreational freshwater fisheries which includes a detailed performance monitoring and reporting framework to track the progress and effectiveness of the plan against its objectives		
Acceptance (current)	Accepted		

Action	Improved guidelines for preparing fishery management plans address this recommendation.
	Fisheries Victoria completed a project in late 2014 to evaluate the contribution that fish stocking makes to native fish populations in several key native inland fisheries (Campaspe River, Gunbower Creek, Kow Swamp, Loddon River, Lake Eildon, Lower Goulburn River, Nagambie Lakes) to inform future stocking decisions. The project findings and recommendations are guiding future fish stocking planning decisions.
	Monitoring and evaluation components are now routinely included in all major fish stocking and fishery development projects, including a new recreational trout code fishery at Beechworth, a new barramundi fishery at Hazelwood pondage, a bass fishery at Blue Rock Lake and planned marine stocking at multiple sites in Gippsland in late 2015/early 2016.
	This evaluation work is also assisting in framing proposals to seek additional resources for improving the ongoing management of Victoria's freshwater fisheries and will be incorporated into a RFFMP

Status	Partially completed		
Date commenced	November 2013	Date completed / due for completion	December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13		
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 5	The Department of Primary Industries should review its Fisheries Statement Action Plan to reflect the above actions, to address the poor planning and management of freshwater recreational fisheries.		
Acceptance (current)	Accepted		
Action	Refer also to recommendations 1 and 1.1 above.		
	The Fisheries statement will not proceed in the form described in the audit report, however implementing a strategic approach to improving recreational freshwater fisheries management is a high priority for Fisheries Victoria.		
Status	Partially completed		
Date commenced	July 2014	Date completed / due for completion	December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Management of Freshwater Fisheries**
Date Tabled	20 March 2013
Recommendation 6	The Department of Primary Industries should collate previous and current existing stocking records and research data into a clear evidence-based tool to guide current decision-making for fish stocking.
Acceptance (current)	Accepted

Action	Fisheries continues to pursue a multi-pronged evidence-based approach to improving the recreational fishing data set to aid fisheries management decision-making, within an overall objective of resource sustainability.
	Fisheries Victoria has completed a project to upgrade the fish stocking database to improve data integrity and accessibility. The annual Vic Fish Stock consultation process uses this data to present recommendations on future stocking decisions to stakeholders.
	Fisheries has investigated options to publish stocking data via new digital channels. This will be progressed as issues on information management are resolved.
	Fisheries Victoria secured funding to capture and integrate fish population monitoring data collected by the Arthur Rylah Institute.
	The branch is also currently undertaking a pilot project to capture recreational fishing data collected by angling clubs (including decades of historical data) using an interactive web-based platform. This project is being delivered in close collaboration with VRFish and a number of angling clubs.

Status	Substantially completed		
Date commenced	July 2013	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Management of Freshwater Fisheries**
Date Tabled	20 March 2013
Recommendation 7	The Department of Primary Industries should prioritise and implement the relevant high-priority recommendations, from its internal reviews of its stocking processes and programs, to improve its current decision-making framework in relation to: the assessment and evaluation of the performance of annual stocking programs in improving fishery sustainability; the assessment and information gathering of the potential impact of stocking activities on freshwater fishery ecology, non-target species and supporting fishery habitats.
Acceptance (current)	Accepted
Action	Fisheries sustainability underpins all decisions and drives the regulatory requirement to manage stocks for current and future use.
	Fisheries Victoria runs annual public consultative forums to determine fish stocking priorities. This process considers information including fishery performance, ecological and habitat issues. Parks Victoria, CMAs and Arthur Rylah Institute are consulted to ensure ecological issues are comprehensively addressed.
	Fisheries Victoria's annual stocking program is fully compliant with stringent protocols for the translocation of fish in Victorian inland waters. New applications are assessed by an independent expertise-based panel which includes both DEPI and non-government members. Fisheries Victoria's fish production and stocking program includes a significant component dedicated to re-building stocks of threatened native species such as trout cod and Macquarie perch.
	Recommendations from [DEPI's] 2011 review of its fish production and stocking program have been implemented and the Snobs Creek hatchery is now overseen by an independent advisory board.

Status	Substantially completed		
Date commenced	July 2013	Date completed / due for completion	June 2015

Agency	Department of Economic Development, Jobs, Transport & Resources 2012–13
Audit Report	**Management of Freshwater Fisheries**
Date Tabled	20 March 2013
Recommendation 8	The Department of Primary Industries should develop a performance reporting framework for fisheries that includes clear performance outcomes aligned with its core legislative objectives, which has balanced, measurable and outcome-focused performance indicators, underpinned by quality assured performance data.

Acceptance (current)	Accepted		
Action	Fisheries Victoria is a contributor to the FRDC-led Status of key Australian fish stocks report, which provides a scientifically robust and simple tool to inform the community about the status of key Australian wild-caught stocks. The report was last published in 2014. Fisheries will soon publish the Victorian Fish Stock Status Report on its external website. This report, last published in 2010, uses a best practice assessment process to report on the stock status of 23 Victorian fish stocks (including eels and Murray cod). Fisheries recently introduced a new Departmental Indicator 'Percentage of assessed stocks that are fished sustainably', which will be included in the DEDJTR Annual Report. Fisheries Victoria also has a suite of DTF Output Indicators, which report on the branch's annual performance in delivering core fisheries management program outputs. Improved guidelines for preparing fishery management plans address this recommendation at a fishery specific level.		
Status	Partially completed		
Date commenced	January 2014	Date completed / due for completion	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2012–13**
Audit Report	**Management of Freshwater Fisheries**		
Date Tabled	20 March 2013		
Recommendation 9	The Department of Primary Industries should develop and document performance reporting policies and standards, including those for the collection and verification of performance data.		
Acceptance (current)	Accepted		
Action	Appropriate performance reporting policies and standards for recreational freshwater fisheries will be developed as part of a process to complete a new Recreational Freshwater Fisheries Fishery Management Plan by the end of December 2016.		
Status	Partially completed		
Date commenced	July 2014	Date completed / due for completion	December 2016

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2012–13**
Audit Report	**Flood Relief and Recovery**		
Date Tabled	26 June 2013		
Recommendation 6	Regional Development Victoria should implement the recommendations from the Department of Planning and Community Development's review of the Community Recovery Fund to improve the delivery of relief and recovery programs in the future.		
Acceptance (current)	Accepted		
Action	The former Department of Planning and Community Development (DPCD) completed a review of its implementation of the Flood Community Recovery Fund (CRF). A CRF is a specific program defined under Natural Disaster Relief and Recovery Arrangements (NDRRA). RDV has considered the recommendations in the DPCD review as well as guidance provided under NDRRA for CRFs, identifying that some of the DPCD recommendations are less relevant to RDV due to differing processes and capabilities. Since the Audit, Regional Development Victoria has more clearly established its role in supporting community and economic recovery, including how it delivers initiatives, such as a CRF, to impacted communities.		
Status	Completed		
Date commenced	August 2013	Date completed / due for completion	November 2014

Agency	Department of Economic Development, Jobs, Transport & Resources		2012–13
Audit Report	**Managing Traffic Congestion**		
Date Tabled	17 April 2013		
Recommendation 5	That the Department of Transport, in consultation with stakeholders, reviews its governance arrangements and establishes mechanisms for systematic monitoring and reporting by agencies on the progress and outcomes of statewide congestion management initiatives.		
Acceptance (current)	Accepted		
Action	The Department of Economic Development, Jobs, Transport & Resources (DEDJTR) was formerly established on 1 January 2015 and has been considering the need for an overarching framework to govern the relationship between key State Plans (Regional Growth Plans, Plan Melbourne and Victoria: The Freight State) and agency level network plans. Governance arrangements for the Transport Group within DEDJTR are being reviewed and adjusted in line with an organizational restructure that is currently underway. A key focus for the Transport Group will be the development of network performance indicators to hold agencies to account.		
Status	Substantially completed		
Date commenced	June 2013	**Date completed / due for completion**	March 2016

Agency	Department of Economic Development, Jobs, Transport & Resources		2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**		
Date Tabled	21 August 2013		
Recommendation 3.1	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement a statewide framework for prioritising the delivery of transport infrastructure that reconciles broader statewide priorities against the needs of growth areas		
Acceptance (current)	Accepted		
Action	DEDJTR continues to work with transport agencies to identify and assess needs in growth areas as part of the development of advice to Government. Each year, this collaboration results in the preparation of rigorous business cases that detail the strategic alignment, scope, benefits, costs and risks of individual proposals and their relationship to other submissions.		
Status	Partially completed		
Date commenced	August 2013	**Date completed / due for completion**	July 2016

Agency	Department of Economic Development, Jobs, Transport & Resources	2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**	
Date Tabled	21 August 2013	
Recommendation 3.2	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an implementation and funding strategy incorporating alternative financing options and innovative solutions to systematically address the transport backlog and meet the future needs of growth areas	
Acceptance (current)	Accepted	

Action	The Growth Areas Infrastructure Fund is used for the purposes of state funded infrastructure, including State funded public transport infrastructure, other transport infrastructure such as walking and cycling infrastructure, and regional community, environmental or economic infrastructure. Newly developed GAIC Work-In-Kind guidelines now enable the development industry to deliver state infrastructure by providing land and/or capital infrastructure the value of which are offset against their GAIC liabilities. This enables a more efficient process, better integration of state, local and private infrastructure and can remove the need for the state to acquire land at a later time.
	Regional and outer suburban areas will receive guaranteed future appropriations from the Better Roads Victoria Trust Account each year. A minimum of $1 billion over eight years will be allocated to repair and upgrade roads in Melbourne's outer suburban and interface communities.
Status	Partially completed
Date commenced	August 2013	**Date completed / due for completion**	July 2016

Agency	**Department of Economic Development, Jobs, Transport & Resources** **2013–14**
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**
Date Tabled	21 August 2013
Recommendation 3.3	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an associated monitoring and evaluation framework to assess whether the progressive delivery of transport infrastructure and services in growth areas is being achieved as planned and has been effective
Acceptance (current)	Accepted
Action	DEDJTR is leading the development of formalised frameworks that builds on and makes explicit the department's current rigorous processes.
	The challenges of prioritising investments and funding cannot be addressed by one department or agency, but through whole of government processes. Central agencies will also continue to play a key role in assessing and advising on transport investments and funding models, while ultimately funding priorities and delivery timing remain matters for Government to determine.
Status	Partially completed
Date commenced	August 2013	**Date completed / due for completion**	July 2016

Agency	**Department of Economic Development, Jobs, Transport & Resources** **2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**
Date Tabled	11 December 2013
Recommendation 3	That the Department of Environment and Primary Industries engages appropriate experts to oversee its future five-yearly audits of VicForests' sustainable harvest level planning-with expertise spanning the environmental, social, economic and commercial dimensions of sustainability.
Acceptance (current)	Accepted
Action	DEDJTR has prepared an audit plan for the process VicForests undertakes in estimating the volume of timber that can be harvested sustainably.
	DEDJTR is defining a multi-disciplinary audit of VicForests' harvest level planning, and will engage an appropriate expert to assist in the audit process.
	The Department of Environment, Land, Water & Planning (DELWP), and VicForests have major roles in the timber planning process, and DEDJTR will conduct its audit plan in consultation with both agencies.

Status	Partially completed		
Date commenced	September 2014	**Date completed / due for completion**	December 2018

Agency	Department of Economic Development, Jobs, Transport & Resources		2013–14
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 4.1	That the Department of Environment and Primary Industries improves the way it manages its responsibilities for regenerating forest, and monitors VicForests' regeneration compliance, by prioritising the regeneration of its backlog, to the accepted standards		
Acceptance (current)	Accepted		
Action	DEDJTR has prioritised backlog regeneration by:		
	-Undertaking aerial photography of about 10,000 hectares (ha) of the estimated 27,000 ha of forest area that needs to be assessed. Over 8,000 ha (82% of the surveyed area) has been found to be commercially stocked.		
	- Actively regenerating 150 ha of the backlog.		
	- Assessing recently treated backlog regeneration areas. Of the 410 ha that has been retreated, 374 ha reached the required regeneration standards (91%).		
	- Producing a second edition of Native Forest Silviculture Guideline No. 10 - eucalypt stocking surveys and regeneration monitoring.		
	- Working with the Department of Environment, Land, Water & Planning (DELWP) to consider how backlog regeneration can best be included as part of the ongoing forest management planning and fire recovery frameworks.		
	DEDJTR will continue to explore opportunities to prioritise backlog regeneration (acknowledging budget constraints).		
Status	Substantially completed		
Date commenced	January 2014	**Date completed / due for completion**	December 2015

Agency	Department of Economic Development, Jobs, Transport & Resources		2013–14
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 4.3	That the Department of Environment and Primary Industries improves the way it manages its responsibilities for regenerating forest, and monitors VicForests' regeneration compliance, by reconciling VicForests' regeneration against harvested areas		
Acceptance (current)	Accepted		
Action	DEDJTR monitors VicForests regeneration compliance on an annual basis.		
	The Allocation Order 2013 includes a new condition that requires VicForests to submit an annual report to DEDJTR by 30 September each year describing the area of timber harvested and regeneration results for the preceding financial year for Ash and Mixed Species forest stand types.		
	VicForests supplied its first report in August 2014. In 2013/14, 199 even-aged and uneven-aged coupes with a total gross coupe area of 7,018 hectares were nominated by VicForests for coupe finalisation. In addition, three thinning coupes and 10 roadline coupes, totalling 59 hectares, were also nominated for finalisation.		
	DEDJTR will continue to work with VicForests to provide appropriate regeneration information in future reports.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	December 2015

Agency	Department of Economic Development, Jobs, Transport & Resources	2013–14
Audit Report	**Managing Victoria's Native Forest Timber Resources**	
Date Tabled	11 December 2013	
Recommendation 11	That the Department of Environment and Primary Industries more strategically and holistically assess options for addressing issues and opportunities for the industry, and continue to update this planning based on socio-economic information relevant to the native forest timber industry sector.	
Acceptance (current)	Accepted	
Action	DEDJTR is updating and refining socio-economic models and data to inform strategic and holistic advice. DEDJTR works with other agencies, such as the Departments of Treasury and Finance, and Premier and Cabinet, to communicate socio-economic information and modelling results relevant to the native forest timber industry sector e.g. providing socio-economic data to other departments and advising on potential implications of decisions.	
Status	Partially completed	
Date commenced	January 2015	**Date completed / due for completion** September 2015

Agency	Department of Economic Development, Jobs, Transport & Resources	2013–14
Audit Report	**Recreational Maritime Safety**	
Date Tabled	25 June 2014	
Recommendation 3	That the Department of Transport, Planning and Local Infrastructure consults with central agencies and the Director, Transport Safety, to review the adequacy of current resourcing arrangements for supporting effective implementation of the marine safety regulatory framework.	
Acceptance (current)	Partially accepted	
Action	In 2014, the then DTPLI consulted with DTF on the VAGO recommendations relating to the adequacy of funding for TSV. The Department gave consideration to a submission to Government as part of the 2015-16 Budget process. On balance, a funding submission was not put to Government on the basis that further consideration was required on the regulatory model in place and underlying inter-jurisdictional issues. TSV and DEDJTR are reviewing the funding requirements of TSV in considering potential changes to regulatory arrangements from July 2017.	
Status	Partially completed	
Date commenced	November 2014	**Date completed / due for completion** July 2017

Agency	Department of Economic Development, Jobs, Transport & Resources	2013–14
Audit Report	**Recreational Maritime Safety**	
Date Tabled	25 June 2014	
Recommendation 4	That the Department of Transport, Planning and Local Infrastructure investigates options for the effective and efficient use of all existing revenues from the marine sector to improve marine safety management.	
Acceptance (current)	Partially accepted	
Action	The department is proposing to commence a review of the waterway governance provisions of the Marine Safety Act 2010 in September 2015. This review will include examination of the current sector revenue streams and consider alternative models for their more efficient and effective usage. Advise on options will be provided to the Minister on completion of the review.	
Status	Partially completed	
Date commenced	November 2014	**Date completed / due for completion** December 2016

Agency	Department of Economic Development, Jobs, Transport & Resources		2013–14
Audit Report	Recreational Maritime Safety		
Date Tabled	25 June 2014		
Recommendation 5	That the Department of Transport, Planning and Local Infrastructure reports publicly on the collection and use of revenue from prescribed fees and all other funds it administers for boating safety and facilities to acquit the requirements of the Marine Safety Act 2010.		
Acceptance (current)	Partially accepted		
Action	The department is considering options to provide public reporting of the State Government funds used for boating safety and facilities. Information on collection and use of revenue for the 2014–15 financial year will be considered once annual reporting requirements are completed and available. DTF will be consulted regarding appropriateness of options for public reporting of this information.		
Status	Partially completed		
Date commenced	November 2014	Date completed / due for completion	December 2015

Agency	Department of Economic Development, Jobs, Transport & Resources		2013–14
Audit Report	Recreational Maritime Safety		
Date Tabled	25 June 2014		
Recommendation 12	That the Director, Transport Safety, in consultation with the Department of Transport, Planning and Local Infrastructure defines the minimum competencies and capabilities of waterway managers.		
Acceptance (current)	Accepted		
Action	The Competency and Capability Framework for Waterway Managers (C&C framework) has been developed by TSV which defines required competencies and capabilities in 6 key areas, in order to effectively perform the function of a waterway manager. TSVs consultation with the department did not progress as planned due to machinery of government changes. We are currently in discussion with the department about a department-led review of waterway management. Consultation on the C&C framework is expected to form part of that review.		
Status	Substantially completed		
Date commenced	July 2014	Date completed / due for completion	June 2016

Agency	Department of Economic Development, Jobs, Transport & Resources		2013–14
Audit Report	Recreational Maritime Safety		
Date Tabled	25 June 2014		
Recommendation 13	That the Director, Transport Safety, in consultation with the Department of Transport, Planning and Local Infrastructure implements a waterway manager capability framework that includes periodic assessments of capability gaps to better inform provision of support to waterway managers.		
Acceptance (current)	Accepted		
Action	A framework has been developed, which identifies 6 key areas of competency / capability for waterway managers. The capability gaps identified have been used to inform the development of guidance material and the program for an upcoming (October 2015) series of workshops. The workshops will examine, among other things, the role of rulemaking to manage and reduce risk on waterways. The assessment of specific waterway managers against the framework will inform the re-appointment process for waterway managers (required by legislation to occur by July 2017). The assessment is expected to assist to in the further development of tools to better support waterway managers, and to help inform the development of briefings for the Minister/department on resourcing challenges facing waterway managers which may be a barrier to achieving higher performance against each competency/capability area.		

Status	Partially completed		
Date commenced	July 2015	**Date completed / due for completion**	June 2017

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2013–14**
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 14	That the Director, Transport Safety, in consultation with the Department of Transport, Planning and Local Infrastructure uses the insights from these assessments to provide advice to the Minister for Ports on the appointment and/or reappointment of waterway managers.		
Acceptance (current)	Accepted		
Action	At this stage the framework is in draft, and has been used to inform a number of activities by TSV to better support waterway managers. Additionally, it will be used to help inform the development of a briefing to the Minister relating to the legislative requirement for the re-appointment of the majority of current waterway managers by July 2017. It should be noted that as issues specific to waterway managers arise, the Minister is briefed on these as would be expected. Future such briefings will have regard to the C&C framework. An example of this is the briefing to be provided to the Minister on Tier 1 unmanaged waterways as a consequence of the Unmanaged Waterway Identification Project.		
Status	No action		
Date commenced	October 2015	**Date completed / due for completion**	June 2017

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2013–14**
Audit Report	**Using ICT to Improve Traffic Management**		
Date Tabled	11 June 2014		
Recommendation 1	That the Department of Transport, Planning and Local Infrastructure, Public Transport Victoria and VicRoads develop a statewide strategic document on traffic management to ensure that VicRoads' efforts are in line with broader government policies and objectives, and to clarify the role and expectations for ICT traffic management systems to help address congestion and priority for road-based public transport.		
Acceptance (current)	Accepted		
Action	The Department of Economic Development, Jobs, Transport & Resources continues to work closely with VicRoads and PTV on the application of ICT on the road network, including developing an ICT Roadmap due for completion at the end of 2015. The roadmap will outline ICT infrastructure options that can be used on the road network over the next 5-10 years. DEDJTR will work with VicRoads to align the ICT options with the overall strategy for the transport network.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2012–13**
Audit Report	**Collections Management in Cultural Agencies**		
Date Tabled	24 October 2012		
Recommendation 1.1	Arts Victoria should more purposefully lead action to address systemic issues with the management of the state collections by more rigorously advocating for the necessary resources to increase collection storage capacity		
Acceptance (current)	Accepted		

Action	Creative Victoria response: In 2012–13 Creative Victoria secured funding to address short-term storage issues—including overcrowding and inadequately stored collections. Creative Victoria is also leading the Collection Storage Victoria project, which includes: • facilitating collaboration between agencies to develop a revised business case in 2015 • establishing collection storage as a Creative Victoria priority project and briefing the new Minister of this • dedicating an internal working group to progress the project. VAGO finding: Creative Victoria has taken steps to address this recommendation however without funding for a long-term collection storage solution the future management, care and preservation of collections may be compromised. We consider this action completed.		
Status	Completed		
Date commenced	October 2014	**Date completed / due for completion**	August 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2012–13**
Audit Report	**Managing Major Projects**		
Date Tabled	10 October 2012		
Recommendation 1	Major Projects Victoria should obtain legal advice as to the employment status of its contractors and the provision of financial authorisations to them.		
Acceptance (current)	Accepted		
Action	MPV response: The Department of State Development, Business and Innovation (DSDBI) has developed a new standard contract for engaging contractors that minimises risks regarding the employment status of contractors. Major Projects Victoria (MPV) has obtained legal advice confirming the non-employee status of contractors under the new standard contract. No contractor employed by MPV now has financial delegations. VAGO finding: MPV's legal advice in regards to engaging contractors was limited to the use of its proposed standard form contract, rather than an assessment of its contractors against a list of factors that determine someone's employment status. The importance of relying not just on the contract, but taking into account these other factors when determining employment status was included in MPV's legal advice. MPV has failed to go beyond relying on its legal advice and properly assuring itself about the status of its contractors.		
Status	No action		
Date commenced	August 2015	**Date completed / due for completion**	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**		**2012–13**
Audit Report	**Managing Major Projects**		
Date Tabled	10 October 2012		
Recommendation 2	Major Projects Victoria should review the skills and capabilities required to carry out its functions and, if necessary, obtain advice from the Department of Premier & Cabinet about the ability for it to create additional public sector executive officer positions within Major Projects Victoria.		
Acceptance (current)	Accepted		

Action	MPV response:
	DSDBI independently reviewed the skills and capabilities required within MPV to carry out its functions and consider the use of contractors and public sector executive officer (EO) positions within MPV.
	. As a result of the review, MPV has engaged a mix of public sector EOs and contractors. An Executive Officer has been assigned to provide a strengthened focus on governance and compliance with government and legislative processes within the Major Projects Division
	VAGO finding:
	MPV's actions since the 2012 audit have not addressed the previously identified issues. In the same month that the initial audit was completed (October 2012), MPV engaged a recruitment consultant to run a recruitment process for three Group Directors, two general Project Directors and one Project Director for the Melbourne Market Relocation Project. MPV also did not obtain advice from DPC about creating additional executive officer positions.

Status	No action		
Date commenced	August 2015	**Date completed / due for completion**	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**	**2012–13**
Audit Report	**Managing Major Projects**	
Date Tabled	10 October 2012	
Recommendation 5	Major Projects Victoria should undertake an independent fraud risk assessment, particularly around contract management and payment systems, given the weaknesses in controls.	
Acceptance (current)	Accepted	

Action	MPV response:
	DSDBI has completed an independent risk assessment of MPV. Their conclusion was that nothing came to the consultant's attention that would lead them to believe that the risk mitigation strategies over procurement/purchasing policy/public tenders and recruitment policies are not adequate.
	VAGO finding:
	A fraud risk assessment was commissioned by the former DSDBI. This was inadequate. It included a simple online 'fraud assessment' survey of MPV staff and tested some internal controls. However, it did not comprehensively assess risk across MPV's business. The methodology did not examine procurement—a key part of MPV's business.
	The fraud risk assessment also did not examine any other issues found in the 2012 audit, such as master file changes and IT business rules. It was also unclear what level of testing of the internal controls was undertaken.

Status	No action		
Date commenced	August 2015	**Date completed / due for completion**	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources**	**2012–13**
Audit Report	**Managing Major Projects**	
Date Tabled	10 October 2012	
Recommendation 10	Major Projects Victoria should review its business planning to provide better clarity around its role, the actions it will implement to fulfil its role and the processes it will use to assess achievement of its role.	
Acceptance (current)	Accepted	

Action	MPV response:
	The development of the 2013–14 MPV Business Plan incorporated a review of MPV's business planning. A new process has been established to develop and review the Business Plan, including every 2-3 years a Client Conference.
	VAGO finding:
	MPV stated that it had considered its role and it remains unchanged. However, there is no evidence that MPV has formally reviewed its role or how it assesses the achievement of its role.
	It is still without a long-term strategic plan, relying on its annual planning and the departmental strategic plan. This approach is inadequate, given MPV's unique role within the department and public sector. While MPV is an agency that reacts to government infrastructure policy decisions, there is still a need for it to plan strategically.
Status	No action

Date commenced	August 2015	**Date completed / due for completion**	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources** **2012–13**	
Audit Report	**Managing Major Projects**	
Date Tabled	10 October 2012	
Recommendation 12	Major Projects Victoria should develop a process to routinely capture and assess industry and other information, and update its Project Management Framework as appropriate.	
Acceptance (current)	Accepted	
Action	MPV response:	
	MPV has developed a number of processes to routinely capture and assess industry and other information. Initiatives implemented include:	
	• Benchmarking	
	• Quarterly Building Excellence forums	
	• Learning and development improvements	
	• Skills matrix	
	VAGO finding:	
	MPV does not have a process in place to routinely capture and assess industry and other information to update its Project Management Framework.	
	MPV's benchmarking work has been focused on fees and does not provide industry information.	
	There was no evidence that MPV ran Building Excellence Forums, and as a consequence it does not capture current information to update its project management framework and related processes.	
	There is a low level of individual take up of memberships to industry specific groups— project management or construction related— and it is difficult to see how this information is captured and used by MPV.	
Status	No action	

Date commenced	August 2015	**Date completed / due for completion**	December 2015

Agency	**Department of Economic Development, Jobs, Transport & Resources** **2012–13**
Audit Report	**Managing Major Projects**
Date Tabled	10 October 2012
Recommendation 14	Major Projects Victoria should establish a project review mechanism so that lessons from each project are identified, assessed, incorporated into practices as appropriate, and communicated.
Acceptance (current)	Accepted

Action	MPV response:
	MPV has established a series of quarterly lessons learned forums that focus on themes, such as procurement, governance, project initiation, probity etc., rather than specific projects. This will capture lessons learned during the project lifecycle, rather than only at the end of a project. MPV has also developed a lessons learned database which is reviewed on a quarterly basis.
	VAGO finding:
	While MPV is collecting information on lessons learned, there is no process in place to translate the lessons learned into new practice or to update the project management guidelines. This means that MPV still has no way to update its project management guidance—an essential element of continuous improvement.
Status	Partially completed
Date commenced	August 2015	Date completed / due for completion	December 2015

Department of Education & Training

Agency	Department of Education & Training	2012–13
Audit Report	**Implementation of School Infrastructure Programs**	
Date Tabled	20 February 2013	
Recommendation 1	The Department of Education and Early Childhood Development should develop and document a comprehensive long-term asset strategy, encompassing plans to address surplus buildings at schools.	
Acceptance (current)	Accepted	
Action	The Department's 10-year asset strategy, which aims to develop and maintain a high-performing asset base that supports world-leading education and development outcomes, was informed by broad consultation and research, and was approved by the Department's Executive Board in September 2014.	
	Under this strategy, the Department will:	
	• deliver a high-quality and safe asset base	
	• deliver an asset base that meets demand and responds to need	
	• maximise opportunities at the local level to respond to community needs	
	• improve accountability and enhance capability of asset managers	
	• maximise long-term sustainability and value for money and leverage investments	
	• ensure consistent and evidence-based decision-making across the asset life cycle and across sectors.	
	The Strategy will improve the Department's asset management and planning capabilities and processes, including improving the sustainability and utilisation of school land and buildings. This includes the reduction of surplus space across the asset base.	
Status	Completed	
Date commenced	February 2013	Date completed / due for completion	October 2014

Agency	Department of Education & Training	2012–13
Audit Report	**Programs for Students with Special Learning Needs**	
Date Tabled	29 August 2012	
Recommendation 2	The Department of Education and Early Childhood Development should monitor the effectiveness and impact of programs to support students with special learning needs including which schools are using them.	
Acceptance (current)	Accepted	

Action	The Department has implemented a number of programs to enable schools to assess students with disabilities and ascertain their progress including the Abilities Based Learning and Education Support Teaching and Assessment Resource for Students with Disability. Extensive data has been collected, and state and national evaluations conducted, on a range of programs to support students with special learning needs including which schools used them. Examples include the Inclusion On Line Program, Autism Inclusion Programs and the national evaluation of several of Victoria's disability support strategies in the More Support for Students with Disabilities National Partnership.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	February 2015

Agency	**Department of Education & Training**		**2012–13**
Audit Report	**Programs for Students with Special Learning Needs**		
Date Tabled	29 August 2012		
Recommendation 3	The Department of Education and Early Childhood Development should provide clearer guidance and training for teachers on how to get the most from Student Support Groups and how to develop and implement meaningful and effective Individual Learning Plans.		
Acceptance (current)	Accepted		
Action	The Department has revised its guidance for teachers on getting the most from student support groups and how to develop and implement meaningful and effective individual learning plans as follows: ● The Department worked with the Commonwealth to develop Planning for Personalised Learning and Support, the national guidance for schools and communities on individualised planning that was published in July 2015. ● The Department also published information about individual learning plans and student support groups in its 2015 and 2016 Program for Students with Disability Guidelines for Schools and the Student Support Group guidelines for schools and families. ● A new online training module for teachers about personalised learning and support planning and delivery will also be available from November 2015.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	December 2014

Agency	**Department of Education & Training**		**2012–13**
Audit Report	**Programs for Students with Special Learning Needs**		
Date Tabled	29 August 2012		
Recommendation 4.1	The Department of Education and Early Childhood Development should seek feedback from schools about the clarity and usefulness of critical policy and guidance material and act to address identified deficiencies. In .particular it should focus on restraint and seclusion practices		
Acceptance (current)	Accepted		

Action	Feedback from schools, gathered from school visits and consultation with the presidents of the three principal associations has resulted in the development of draft materials, support and advice, including:
	• guidance for schools, which positions restraint and seclusion as a last (but sometimes necessary) resort, covering the de-escalation of violent and dangerous behaviours, intervention and crisis management
	• parent information incorporating comprehensive fact sheets for families and templates for schools
	• reporting and accountability processes, including a response and recovery checklist
	• capacity-building strategies including functional behaviour assessment training for student support service officers, specialist and mainstream school staff and a new online module on managing challenging behaviours.
	This advice will be released to schools and their wider communities in Term 4, 2015 following final advice from the recently-appointed senior practitioner (who has oversight of restrictive practices).

Status	Partially completed		
Date commenced	August 2013	**Date completed / due for completion**	November 2015

Agency	**Department of Education & Training**		**2012–13**
Audit Report	**Programs for Students with Special Learning Needs**		
Date Tabled	29 August 2012		
Recommendation 4.2	The Department of Education and Early Childhood Development should seek feedback from schools about the clarity and usefulness of critical policy and guidance material and act to address identified deficiencies. In .particular it should focus on parents paying for external support delivered in school		
Acceptance (current)	Accepted		
Action	Feedback has been sought from schools through school visits, meetings with the presidents of the principal associations and their members in statewide meetings. This feedback has resulted in extended policy and guidance material for schools around the Department's legal and policy requirements. This guidance can be found in the Program for Students with Disabilities Guidelines and in legal bulletins that are available to school leaders.		
Status	Completed		
Date commenced	August 2013	**Date completed / due for completion**	December 2014

Agency	**Department of Education & Training**		**2012–13**
Audit Report	**Programs for Students with Special Learning Needs**		
Date Tabled	29 August 2012		
Recommendation 4.3	The Department of Education and Early Childhood Development should seek feedback from schools about the clarity and usefulness of critical policy and guidance material and act to address identified deficiencies. In .particular it should focus on the circumstances in which full time access to school can be restricted		
Acceptance (current)	Accepted		
Action	Feedback has been sought from schools through school visits, meetings with the presidents of the principal associations and their members in statewide meetings. This feedback has resulted in extended policy and guidance material for schools around the Department's legal and policy requirements for attendance and enrolment of students with disabilities. This guidance can be found in the Program for Students with Disabilities Guidelines and in legal bulletins that are available to school leaders.		
Status	Completed		
Date commenced	August 2013	**Date completed / due for completion**	July 2015

Agency	Department of Education & Training		2012–13
Audit Report	**Programs for Students with Special Learning Needs**		
Date Tabled	29 August 2012		
Recommendation 5	The Department of Education and Early Childhood Development should set and implement measurable performance indicators for the Program for Students with Disabilities.		
Acceptance (current)	Accepted		
Action	The 2015 Program for Students with Disability Guidelines set out key performance indicators under achievement, participation and transition. The measurement of achievement is supported through the use of AusVELS to assess and record student achievement outcomes. Victoria has added new levels from A to D at a pre-foundation level to include students with cognitive disabilities.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	December 2014

Agency	Department of Education & Training		2012–13
Audit Report	**Student Completion Rates**		
Date Tabled	28 November 2012		
Recommendation 1	The Department of Education and Early Childhood Development should develop specific strategies to increase retention and completion rates for non-metropolitan students and students from low socio-economic status backgrounds.		
Acceptance (current)	Accepted		
Action	The Department has implemented new student engagement and inclusion guidance that provides advice, resources and strategies for schools on: • developing a student engagement policy • promoting positive student behaviour • responding to challenging behaviour • supporting student attendance. Strategies to improve attendance, engagement and retention also cater for specific cohorts, including the: • Local Solutions Year 12 Retention Fund that provides grants to support rural and regional government, Catholic and independent schools to design and deliver initiatives to increase Year 12 retention and expand pathway options • Aspiring Learners, Thriving Communities Rural and Regional Plan (released in October 2014) to improve rural and regional learning outcomes • support for students in out-of-home-care through educational needs assessments and individual learning plans.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	January 2015

Agency	Department of Education & Training		2012–13
Audit Report	**Student Completion Rates**		
Date Tabled	28 November 2012		
Recommendation 2	The Department of Education and Early Childhood Development should develop a framework to oversee the provision of support to students at risk of disengaging, or who are disengaged from education, to assist them to complete Year 12 or equivalent.		
Acceptance (current)	Accepted		

Action	The Department has developed guidance for schools on support for disengaged and at-risk students, including policy and guidance on delivering re-engagement programs.
	New initiatives to provide more support for disengaged and at-risk young people are currently under development (such as Lookout and Navigator), to be announced as part of the broader Education State reform agenda.
Status	Partially completed
Date commenced	December 2013	Date completed / due for completion	January 2016

Agency	Department of Education & Training	2012–13
Audit Report	**Student Completion Rates**	
Date Tabled	28 November 2012	
Recommendation 3	The Department of Education and Early Childhood Development should analyse the impact of programs to determine which strategies have been effective, and why, in order to facilitate schools to use them more effectively.	
Acceptance (current)	Accepted	
Action	In March 2014, the Department commissioned an independent evaluation of the Re-engagement Program Pilots to identify key factors that have enabled the success of some re-engagement programs. The outcomes of this work are being used to inform future directions to support vulnerable young people and improve engagement and attendance in education.	
Status	Completed	
Date commenced	December 2013	Date completed / due for completion	October 2014

Agency	Department of Education & Training	2012–13
Audit Report	**Student Completion Rates**	
Date Tabled	28 November 2012	
Recommendation 4	The Department of Education and Early Childhood Development should improve data collection and analysis around how effective the department is in supporting schools to assist disengaged students and those at-risk of disengaging to remain at school and complete Year 12 or equivalent.	
Acceptance (current)	Accepted	
Action	The Department identified engagement as a key outcome under the 2013–2017 Strategic Plan and established a four-year priority to ensure secondary schooling is more inclusive, flexible and engaging and equips young people for further study and work.	
	To enable reporting on priorities in the Strategic Plan, the Outcomes Framework (January 2015) tracks how Victoria's children, young people and adult learners are faring against the agreed outcomes of achievement, engagement and wellbeing.	
	The Department also uses the Victorian Student Number to identify early school leavers who re-enrol in an education or training setting and those who disengage from education. This information is used to develop specific strategies to improve student engagement. The information is also provided to regional offices to support schools to assist disengaged students.	
	Additionally, a Missing Students Register is in development.	
Status	Completed	
Date commenced	December 2013	Date completed / due for completion	January 2015

Agency	Department of Education & Training	2012–13
Audit Report	**Student Completion Rates**	
Date Tabled	28 November 2012	

Recommendation 5	The Department of Education and Early Childhood Development should develop fit-for-purpose outcome measures to recognise and manage risk in relation to Victoria's Year 12 and equivalent completion rates.		
Acceptance (current)	Accepted		
Action	Through the Education and Training Outcomes Framework, the Department reports annually on how children and young people transition successfully through the education continuum. In addition to measuring Year 12 and equivalent completion rates, the Framework monitors results against related early and interim lead indicators pertaining to school engagement and connectedness. Further work is under way to develop a more robust methodology to measure student completion rates in VET.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	October 2014

Agency	**Department of Education & Training**		**2012–13**
Audit Report	**Student Completion Rates**		
Date Tabled	28 November 2012		
Recommendation 6	The Department of Education and Early Childhood Development should use sufficient evidence to analyse the impact of policy changes so that decision-makers are comprehensively informed and advised.		
Acceptance (current)	Accepted		
Action	The Department has put in place arrangements to ensure policy related to student completion rates is evidence-based and appropriately evaluated, including: - inclusion of measures related to senior secondary completion and transition within its Education and Training Outcomes Framework - establishment of a dedicated team to lead evidence-based policy reform related to senior secondary qualifications frameworks and standards (including the provision of vocational education and training for secondary students). These arrangements have supported the formulation of advice to Government and the Department's senior executives, for example, preparation of a substantial submission involving qualitative and quantitative data to Victoria's VET Funding Review providing analysis of the impact of potential policy changes for senior secondary education.		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	July 2015

Agency	**Department of Education & Training**		**2012–13**
Audit Report	**The State of Victoria's Children: Performance Reporting**		
Date Tabled	29 May 2013		
Recommendation 3	The Department of Education and Early Childhood Development should evaluate the Victorian Child and Adolescent Monitoring System to determine its ongoing relevance for state of Victoria's children reports.		
Acceptance (current)	Accepted		
Action	The suite of indicators in the Victorian Child and Adolescent Monitoring System was revised in 2014 to ensure they aligned with current research and government action. Contributing government departments and relevant non-government experts reviewed the revised the indicators, which were then endorsed by the Children's Services Coordination Board in November 2014.		
Status	Completed		
Date commenced	May 2013	**Date completed / due for completion**	December 2014

Agency	Department of Education & Training	2013–14
Audit Report	**Access to Education for Rural Students**	
Date Tabled	03 April 2014	
Recommendation 1	That the Department of Education and Early Childhood Development comprehensively evaluates the impact of its current activities to support rural students, including its funding arrangements and specific programs.	
Acceptance (current)	Accepted	
Action	The Department is reviewing its current activities to support rural students, including its funding arrangements, and will provide further information by October 2015.	
Status	Substantially completed	
Date commenced	June 2015	**Date completed / due for completion** October 2015

Agency	Department of Education & Training	2013–14
Audit Report	**Access to Education for Rural Students**	
Date Tabled	03 April 2014	
Recommendation 2	That the Department of Education and Early Childhood Development completes its Rural and Regional Plan, ensuring that it is comprehensive, outcomes focused, contains detailed and time bound actions, and is informed by high-quality research and stakeholder engagement.	
Acceptance (current)	Accepted	
Action	The regional and rural plan - Aspiring Learners, Thriving Communities: A long-term approach to improving rural and regional learning outcomes - was released in October 2014. On the back of stakeholder consultation and research, the plan outlined time-bound actions, that were outcomes focussed.	
Status	Completed	
Date commenced	May 2014	**Date completed / due for completion** October 2014

Agency	Department of Education & Training	2013–14
Audit Report	**Access to Education for Rural Students**	
Date Tabled	03 April 2014	
Recommendation 3	That the Department of Education and Early Childhood Development develops and implements a method to systematically monitor performance of schools, identifies good practice schools and disseminates this information across its rural school networks.	
Acceptance (current)	Accepted	
Action	The Department implemented the School Performance Framework in 2014. Victorian government schools use the Framework to monitor and improve their performance by engaging with their peers in a cycle of performance feedback that includes self-evaluation, review, planning, reporting and sharing practice across the system. Good practice is identified and shared between schools through participation in the peer-review process.	
Status	Substantially completed	
Date commenced	July 2014	**Date completed / due for completion** December 2015

Agency	Department of Education & Training	2013–14
Audit Report	**Access to Education for Rural Students**	
Date Tabled	03 April 2014	

Recommendation 4	That the Department of Education and Early Childhood Development provides more targeted information on pathways into further education to assist rural students and parents to make informed educational choices.		
Acceptance (current)	Accepted		
Action	As part of National Skills Week in August 2014, a statewide skills media campaign was undertaken. This involved a series of regionally based double-page spreads in the Leader, Weekly Times and Herald Sun newspapers. The skills campaign aimed to showcase the Victorian training system and engage learners with the right information and tools to make informed choices about their training. The advertisements also directed individuals to the Department's home page for learners, which linked back to the Skills Gateway. This campaign was supported by online information and data such as the release of the 2014 half-year training market report. The Victorian Skills Gateway allows students, parents and other VET consumers to locate courses and training providers by specific location (i.e. town). Further enhancements in 2015 and 2016 (i.e. Strengthening Digital Information for Vocational Education and Training Consumers Program) will improve the search feature to include a search by specific region.		
Status	Partially completed		
Date commenced	August 2014	Date completed / due for completion	December 2015

Agency	Department of Education & Training		2013–14
Audit Report	Access to Education for Rural Students		
Date Tabled	03 April 2014		
Recommendation 5	That the Department of Education and Early Childhood Development continues to closely monitor changes in the rural VET market, supports VET providers in transition and evaluates the impact of changes to VET market settings on rural provision.		
Acceptance (current)	Accepted		
Action	In 2014–15, the Department monitored and evaluated VET in rural markets through: • Victorian Training Market Report 2014 (March 2015), compared training activity across different regions with the previous year • Vocational Training: Victoria's Regions 2014 (March 2015), summarised trends in skill needs and alignment to training delivery across regions • Market Structure and Competition, 2010 to 2014 (June 2015), analysed trends in occupational and regional markets. Up to August 2015, regional TAFE providers have been supported through: • $45.4 million in structural adjustment funding • $14 million from the TAFE Rescue Fund, to support TAFEs in financial distress • $27 million from the TAFE Back to Work Fund, to create up to 100,000 jobs. The 2015 VET Funding Review (September 2015) will make recommendations to improve the quality and sustainability of VET, including ensuring rural and regional communities can access training that meets their needs.		
Status	Completed		
Date commenced	May 2014	Date completed / due for completion	June 2015

Agency	Department of Education & Training		2013–14
Audit Report	Access to Services for Migrants, Refugees and Asylum Seekers		
Date Tabled	29 May 2014		
Recommendation 1	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development develop and report annually on their cultural diversity plans-or equivalent-in consultation with the Office of Multicultural Affairs and Citizenship and the Victorian Multicultural Commission.		
Acceptance (current)	Accepted		

Action	The Department reports annually to Parliament and the Minister for Multicultural Affairs and Citizenship on achievements, major initiatives and programs. The Culture Diversity Project Board will convene to review the draft Culture Diversity Plan.
	Five strategies were agreed to by the Victorian Secretaries Board and requested by the Office of Multicultural Affairs and Citizenship.
	1: Integrate cultural competence training for CALD communities delivery service staff.
	2: Ensure information is readily accessible to CALD communities, particularly to those with relatively high proportions of people with no or low-English proficiency and/or needs for multilingual information.
	3: Engage CALD communities as part of our decision-making processes.
	4: Ensure program evaluation incorporates service delivery to CALD communities for effective service planning and support to meet participant needs.
	5: Measure and report on progress for improving service access and program outcomes for participants from CALD communities.
	Actions and measures are being developed for these strategies.
Status	Partially completed
Date commenced	December 2014	Date completed / due for completion	September 2015

Agency	**Department of Education & Training**	**2013–14**
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**	
Date Tabled	29 May 2014	
Recommendation 2.1	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development include in their reporting of progress on cultural diversity plans explicit reference to how culturally appropriate training for staff has been incorporated into the delivery of services for culturally and linguistically diverse communities.	
Acceptance (current)	Accepted	
Action	The Cultural Diversity Project Board will oversee the training program to ensure it:	
	• applies appropriate prioritisation and phasing to target staff with high-need program areas	
	• reflects outcomes from the training in service outcomes for CALD communities accessing services	
	• trains staff supporting these services (such as the Communications and Human Resources divisions)	
	• works with the departments of Human Services and Health to jointly deliver training to staff.	
	Methodology is being developed for this to effectively deliver the right level of training to the right areas. It incorporates:	
	1. an assessment framework for determining the right level of training and for designing training units. The framework covers:	
	a) a requirement for all staff to undertake a base-level online training unit	
	b) an interim module for those in support areas	
	c) a more intensive face-to-face module for direct program staff.	
	2. an accreditation process to ensure up-to-date staff competencies.	
Status	Partially completed	
Date commenced	December 2014	Date completed / due for completion	September 2015

Agency	**Department of Education & Training**	**2013–14**
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**	
Date Tabled	29 May 2014	

Recommendation 2.2	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development include in their reporting of progress on cultural diversity plans explicit reference to how information/data has been used to increase accessibility of services for culturally and linguistically diverse communities.		
Acceptance (current)	Accepted		
Action	The Cultural Diversity Project Board will oversee data collection and evaluation to ensure comprehensive information about service accessibility and outcomes contributes to ongoing service improvement.		
	Some of this methodology is already in place within the Department's Early Childhood programs, such as the number of assessments that maternal and child health providers undertake with asylum seeker families.		
	The Department's early childhood programs are working with service providers to improve data collection. This includes working with the Municipal Associations Victoria to develop a new statewide data collection system. The system will be collecting information on country of origin, year of arrival, spoken language at home, whether an interpreter is required and English language proficiency. This will allow better identification of service outcomes for CALD families.		
Status	Partially completed		
Date commenced	December 2014	**Date completed / due for completion**	September 2015

Agency	**Department of Education & Training**		**2013–14**
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**		
Date Tabled	29 May 2014		
Recommendation 2.3	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development include in their reporting of progress on cultural diversity plans explicit reference to the effectiveness of service delivery to culturally and linguistically diverse communities as an integral part of program evaluation.		
Acceptance (current)	Accepted		
Action	The Cultural Diversity Project Board will oversee program evaluation to ensure the effectiveness of services to CALD communities.		
	Specific methodology for this will be contained in the Department's Cultural Diversity Plan. Reporting will be against the strategies contained in the plan, and this will be reported to the Department's People and Culture Standing Committee on a quarterly basis.		
Status	Partially completed		
Date commenced	June 2015	**Date completed / due for completion**	September 2015

Agency	**Department of Education & Training**	**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 1	That Departments improve data collection and recording processes, including collaborating with other departments, Aboriginal community controlled organisations and other relevant organisations to estimate Aboriginal populations for each service.	
Acceptance (current)	Accepted	

Action	The Department has undertaken a number of activities to improve data collection and recording processes for Aboriginal Victorians including: • improved verification and authorisation of student absences from CASES21 • making the indigenous identification question mandatory on kindergarten enrolment forms • improved kindergarten enrolment verification process that incorporates previous enrolment information • cross-government creation of a document outlining the principles for promoting indigenous identification. The Department is also proposing to develop a Koorie data cube that integrates a range of datasets to make this data more accessible and efficient.		
Status	Substantially completed		
Date commenced	June 2014	**Date completed / due for completion**	March 2016

Agency	**Department of Education & Training**		**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 2	That Departments as a priority, finalise Aboriginal inclusion action plans and fully apply Victorian Aboriginal Affairs Framework service access criteria in service delivery plans and programs.		
Acceptance (current)	Accepted		
Action	The People and Culture Standing Committee and the Executive Board endorsed Wirnalung Ganai: Aboriginal Inclusion Plan 2015–2017 in October 2014. The plan is consistent with the Victorian Government Aboriginal Inclusion Framework in terms of our aspirations, accountability, engagement/inclusiveness and partnership building. The Department will implement further strategies to attract, recruit and retain our Aboriginal workforce and will build the capabilities of our non-Aboriginal workforce and external agencies, and will partner with Aboriginal people to develop long-term, sustainable employment opportunities and career pathways. The Department will also support local economic participation of Aboriginal businesses. Garrin Garrin - A Strategy to Improve Learning and Development Outcomes for Aboriginal Victorians was released in November 2014. Action Area 3 - Culturally accessible and responsive services - highlights the importance of ensuring the Department's services are available and accessible to Koorie families and includes clear reference to the VAAF service access criteria.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	November 2014

Agency	**Department of Education & Training**	**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 3	That Departments engage a broad range of Aboriginal people in developing, implementing, monitoring and evaluating plans and programs.	
Acceptance (current)	Accepted	

Action	Garrin Garrin - A Strategy to Improve Learning and Development Outcomes for Aboriginal Victorians - was released in November 2014. Development of the strategy involved broad consultation with Koorie communities and peak bodies.
	The Department continues to broaden its engagement with the Aboriginal community to ensure input into the design, implementation and evaluation of all services. This includes support for schools and services to engage with Aboriginal communities and organisations.
	The Department has strengthened processes to engage its own Aboriginal workforce to ensure their views, preferences, experience and knowledge inform decision-making and delivery across the organisation, including through the Statewide Aboriginal Advisory Committee established to evaluate and guide the Department's progress against the Aboriginal Inclusion Action Plan 2015-17.
Status	Completed
Date commenced	May 2014	**Date completed / due for completion**	January 2015

Agency	**Department of Education & Training**		**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 4	That Departments identify and pursue opportunities to collaborate, cooperate and share data with government agencies responsible for mainstream service delivery and with service providers.		
Acceptance (current)	Accepted		
Action	In October 2014, the Department established a working group with the Office of Aboriginal Affairs Victoria and the departments of Health and Human Services, to explore information and data-sharing opportunities.		
	Through representation on the Senior Officers' Group on Aboriginal Affairsand the Secretaries' Leadership Group on Aboriginal Affairs, and through regular updates provided to these bodies on departmental activity and data, the Department further works to identify and pursue opportunities for cross-government collaboration and service integration.		
	The Department provides regular data updates to the Victorian Aboriginal Education Association Inc. to inform its conversations with local community representatives.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	October 2014

Agency	**Department of Education & Training**	**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 5	That Departments routinely evaluate plans and programs to determine whether access is increasing and outcomes are improving, and to identify where improvements are needed.	
Acceptance (current)	Accepted	

Action	The Department has undertaken two evaluations to assist in identifying opportunities for improvement in Aboriginal families' engagement with key departmental services.
	The Victorian Aboriginal Community Controlled Health Organisation was commissioned to undertake a report on Aboriginal families' engagement in maternal and child health services, and this was completed in June 2015. A supplementary piece of work is under way (with a separate provider) and is due to be completed by the end of September this year.
	PricewaterhouseCoopers was commissioned to undertake an evaluation of the Aboriginal In Home Support and Home Based Learning program, and this was completed in June 2015.
	Recommendations from both evaluations will be considered in the context of the recently released Early Childhood Consultation Paper, and it is envisaged that service improvements will be progressively rolled out from 2016.
Status	Substantially completed

Date commenced	June 2014	Date completed / due for completion	September 2015

Agency	Department of Education & Training	2013–14
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 6	That Departments develop internal and external reporting regimes that provide comprehensive and informative data on the progress and outcomes of departmental plans and programs.	
Acceptance (current)	Accepted	
Action	Garrin Garrin - A Strategy to Improve Learning and Development Outcomes for Aboriginal Victorians - was released in November 2014. The actions contained in the strategy were designed to contribute towards the outcomes identified in the Victorian Aboriginal Affairs Framework and the Department continues to report against the framework outcomes. The Department also reports annually against the national Aboriginal and Torres Strait Islander Education Action Plan.	
	The Aboriginal Inclusion Plan contains targets and outcomes that are reported, quarterly, to the Executive Board in the Items for Consideration Paper for Noting report.	
Status	Substantially completed	

Date commenced	May 2014	Date completed / due for completion	December 2017

Agency	Department of Education & Training	2013–14
Audit Report	**Apprenticeship and Traineeship Completion**	
Date Tabled	12 March 2014	
Recommendation 1	That the Department of Education and Early Childhood Development collaborate with the Victorian Registration and Qualifications Authority to develop a functional database to replace its existing database, DELTA.	
Acceptance (current)	Accepted	
Action	In 2014, information was provided to the VRQA to inform its new database. The Department continues to provide Australian Apprenticeship Management System's related information from the Commonwealth to the VRQA.	
	The existing register, DELTA, is being replaced.	
	ITD is project managing the ICT component of the project for the VRQA. Contract negotiations with the leading bidder to create a new, secure register are nearing completion.	
Status	Partially completed	

Date commenced	May 2014	Date completed / due for completion	May 2014

Agency	Department of Education & Training		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 2.1	That the Department of Education and Early Childhood Development develop and implement a structured process to collect, analyse and report on data including: the participation of apprentices and trainees in training, including factors influencing both commencement and completion		
Acceptance (current)	Accepted		
Action	The Department expanded the analysis and reporting of Apprenticeships and Traineeships in the 2014 Full Year Victorian Training Market Report. This expanded analysis has been built into ongoing twice-yearly reporting cycle. These reports (both current and historical) are available on the Department's website. In addition, a new data portal which allows stakeholders such as industry, employers and registered training organisations to access, query and analyse data in relation to participation by apprentices and trainees is also available on the website. Analysis of pathways by apprentices to course completion/non completion has been undertaken. This work will inform the scope of the 2015 Full Year Victorian Training Market Report, internal quarterly reports and the first triennial report for publication in 2016 based on 2015 data.		
Status	Partially completed		
Date commenced	March 2015	**Date completed / due for completion**	December 2016

Agency	Department of Education & Training		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 2.2	That the Department of Education and Early Childhood Development develop and implement a structured process to collect, analyse and report on data including: the type and level of training being undertaken, matched against known industry needs		
Acceptance (current)	Accepted		
Action	The Department expanded the analysis and reporting of Apprenticeships and Traineeships in the 2014 Victorian Training Market Report. Analysis of pathways by Apprentices to course completion/non-completion has been undertake and will inform the scope of the 2015 Victorian Training Market Report. The Department has released the Vocational Training: Victoria's Industries 2014 report that combines industry intelligence and economic analysis with training data to show the relationship between industry skills needs, employment opportunities and vocational training (including apprenticeships and traineeships). The report also incorporates the findings of the 2014 Victorian Skills and Training Employer Survey, which provides data on employers' experiences in relation to recruitment, skills needs and training. The Department has contracted a firm to develop a performance dashboard for trade supply in the construction industry This project will inform apprenticeship reform options.		
Status	Completed		
Date commenced	March 2015	**Date completed / due for completion**	August 2015

Agency	Department of Education & Training		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 2.3	That the Department of Education and Early Childhood Development develop and implement a structured process to collect, analyse and report on data including: the destinations and outcomes of apprentices and trainees after they exit the system		

Acceptance (current)	Accepted		
Action	In 2014, the Department implemented the RTO Performance Indicator Project to collect data to develop and present RTO performance measures that underpin student and employer choice and RTO improvement. Twelve RTO performance measures are collected through annual surveys of students and employers that collect student outcome (including post-training employment status) and satisfaction data, and employer satisfaction with the training received by employees. In 2014 over 3,000 employers of apprentices and trainees responded to the survey providing information on employers' views of the training received by their apprentices and trainees. Almost 17,000 past students responded to the student survey including trainees and apprentices. Individual RTO reports from the 2014 Trial have been provided to respective RTOs. Information about the project is available on the Department's website. The 2015 and future RTO performance findings collected as part of this project will also be made available to the public.		
Status	Partially completed		
Date commenced	March 2015	Date completed / due for completion	August 2015

Agency	**Department of Education & Training**		**2013–14**
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 3	That the Department of Education and Early Childhood Development identify strategies to improve the completion rate, including by targeting people who do not complete with their first employer and exit the system.		
Acceptance (current)	Accepted		
Action	Best practice pre-apprenticeship projects: • Best practice design resource on pre-apprenticeship RTO delivery • Final report including evaluation $50 million TAFE Back to Work Fund: • Grants to develop/expand courses aligning with the needs of local employers • Creates 7000 apprenticeships/traineeships. $15.119 million to establish Skills and Jobs Centres across the TAFE network: • Apprentices and employers among key client groups The Apprenticeship Support Officer Program: • Targets first year apprentices up to 24 years • Delivers pastoral and mentoring care • Supports over 10,000 Victorian apprentices annually • A 2014 evaluation found retention rates were 2.7 per cent higher than without the program. A 2014 mailout to 5000 stakeholders on competency-based completion (CBC) and ongoing dialogue with stakeholders to promote CBC. Construction Trade Supply project that looks at how industry is meeting trade supply demands (see recommendation 2.3) and addresses completions and pathways to meet industry labour needs.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	August 2015

Agency	Department of Education & Training		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 4	That the Department of Education and Early Childhood Development develop or engender mechanisms to provide support for all apprentices and trainees, pending evaluation of the Apprenticeship Support Officer program.		
Acceptance (current)	Accepted		
Action	The Department is in continual dialogue with the Commonwealth regarding support services for apprentices and trainees. In July 2015, the Commonwealth announced a new Australian Apprenticeship Support Network that will provide information and support to apprentices, trainees and employers. There is some concern that these services will be limited in providing support to the same level that is currently provided by the ASO program. DET met with the Commonwealth to establish State/Commonwealth processes to ensure apprentices continue to receive the necessary support including: • Commonwealth will provide DET with signed copies of the MoUs with the AASNs • Commonwealth will support relations between AASN and DET • DET will continue to participate in the AASN network meetings. • DET will provide a one-page summary of the ASO program model to the Commonwealth. The ASO program has been extended to June 2016 to ensure support for Victorian apprentices.		
Status	Completed		
Date commenced	July 2015	**Date completed / due for completion**	June 2016

Agency	Department of Education & Training		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 6	That the Victorian Registration and Qualifications Authority, in collaboration with the Department of Education and Early Childhood Development, prioritise development of a secure register of apprentices and trainees which includes all the information required to meet the Department of Education and Early Childhood Development and the Victorian Registration and Qualifications Authority's needs in relation to planning, policy development and regulation of apprenticeships and traineeships in Victoria.		
Acceptance (current)	Accepted		
Action	The existing register, DELTA, is being replaced. ITD is project managing the ICT component of the project for the VRQA. Contract negotiations with the leading bidder to create a new, secure register are nearing completion.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	June 2016

Agency	Department of Education & Training	2013–14
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 1.1	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by documenting the essential planning work to justify the use of external resources, to identify and manage risks, and to determine a preferred procurement route	
Acceptance (current)	Accepted	

Action	In July 2014, the Department completed its review of the procurement policy and updated it accordingly. The revised policy incorporates the new Victorian Government Procurement Board (VGPB) framework and supply policies.
	The Department's new procurement system (ProcureNET) provides a structured, step-by-step process to ensure business units have the required documents and necessary guidance commensurate with the complexity of their engagement. This aligns with the VGPB's new complexity and risk framework and Department Procurement Policy and guidelines.
	ProcureNET requires users to document essential planning work and to identify, manage and monitor risks associated with the procurement in accordance with the Department's Risk Management Framework.
	At different stages throughout the process there are mandatory approval gates that require the business unit and financial delegate to check that correct documentation is completed prior to progressing to the next stage of the process.
Status	Completed

Date commenced	July 2014	Date completed / due for completion	January 2015

Agency	Department of Education & Training		2013–14
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.2	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by comprehensively documenting conflict of interest issues and always evaluating bids, providing greater clarity about progress and performance monitoring, and meeting mandatory records management requirements		
Acceptance (current)	Accepted		
Action	The step-by-step process in ProcureNET - the Department's new procurement system - requires business units to action and document each step of the procurement process. The system's central repository stores documents such as conflicts of interest and sourcing approvals to provide greater clarity and transparency of the procurement process whilst meeting record management requirements.		
	ProcureNET requires an evaluation plan, evaluation process and post-evaluation report. These are mandatory fields to track and monitor the evaluation process.		
	Conflict of interest forms are also mandatory and must be completed by all parties involved in the evaluation process.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	January 2015

Agency	Department of Education & Training	2013–14
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 1.3	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by taking a more structured approach to managing engagements by documenting progress and performance to monitor and manage risks	
Acceptance (current)	Accepted	

Action	ProcureNET provides a structured approach to managing engagements by documenting the progress and performance of the procurement, in a manner consistent with the Department's Procurement Governance Framework.
	User actions are monitored and documents require the user to identify, manage and monitor risks associated with the procurement in accordance with the Department's Risk Management Framework. The step-by-step approach has specific gates which prevent users progressing until approvals/steps are complete.
	ProcureNET requires business units to:
	complete a contract management plan, along with regular reviews and reporting to the appropriate delegate on contract performance (there is both a short form and long form plan available depending on complexity of contract engagement).
Status	Completed

Date commenced	July 2014	**Date completed / due for completion**	January 2015

Agency	**Department of Education & Training**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.4	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by completing post-implementation reviews of all engagements, commensurate with their size and complexity, to verify deliverables and the achievement of process integrity and value for-money outcomes		
Acceptance (current)	Accepted		
Action	The ProcureNET system requires all users to complete a post-implementation review of the contract that is tracked in the system for completion. This provides process integrity and a level of transparency that assists in determining value for money outcomes for the Department.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	January 2015

Agency	**Department of Education & Training**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 6	That Departments collect and analyse the information needed to confirm that business units are complying with mandated policies and practices, and manage the risks to achieving value for money and maintaining process integrity.		
Acceptance (current)	Accepted		
Action	In June 2014, the Department completed its analysis of the annual procurement spend and uses this to assist in procurement decisions in discussion with relevant business units. Quarterly data is captured on current contract activity that is provided to groups for analysis on future procurement requirements. Sample testing of procurement activities is being conducted to identify process compliance to the Department's policy and guidelines.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	January 2015

Agency	Department of Education & Training	2013–14
Audit Report	**Performance Reporting Systems in Education**	
Date Tabled	18 September 2013	
Recommendation 1	That the Department of Education and Early Childhood Development should adopt system-wide processes and controls tha ensure that all of its information systems are regularly reviewed, managed to consistent standards and contain reliable and accurate data.	
Acceptance (current)	Accepted	
Action	The Department's Information Strategy 2013-17, published November 2013, takes a system-wide approach to improving information and data management. The Department has established an Information Strategy Board and four sub-committees including the Data Governance Committee that was established in September 2014 and focuses on information assets, data standards and business intelligence. An accountabilities model has been established and an information and data asset register is being set up to provide better visibility of the Department's data assets. Participation in the whole-of-government DataVic Access project is ongoing and ensures transparency of key data-sets for citizens. A geocoding policy and implementation plan awaits approval by the Data Governance Committee.	
Status	Partially completed	

Date commenced	March 2014	**Date completed / due for completion**	June 2017

Agency	Department of Education & Training	2013–14
Audit Report	**Performance Reporting Systems in Education**	
Date Tabled	18 September 2013	
Recommendation 2	That the Department of Education and Early Childhood Development should develop a detailed project plan for the implementation of its information strategy that describes the scope of activities, required resources and time lines, and implement actions in accordance with this plan.	
Acceptance (current)	Accepted	
Action	A number of information strategy projects have been or are being implemented including, the establishment of information security classification, a project to manage third-party vendor access to data, data quality and data access/release policies, registers for delegations and commitments, a program to improve handling enquiries and associated data, and a consistent complaints-handling project. A number of information system upgrades have been or will be implemented, including one for the school financial and student administration system, the training contracts and funding system, and the business intelligence system. The Information Strategy Refresh is under way and a reprioritised list of initiatives will be determined by November 2015 for delivery by June 2017. These will support the Department's strategic objectives and address current information management problems.	
Status	Partially completed	

Date commenced	November 2013	**Date completed / due for completion**	June 2017

Agency	Department of Education & Training	2012–13
Audit Report	**Management of Staff Occupational Health and Safety in Schools**	
Date Tabled	29 May 2013	
Recommendation 3	The Department of Education and Early Childhood Development should monitor its expenditure on the additional costs associated with injuries in schools, and use this as an indicator of the success of occupational health and safety projects.	
Acceptance (current)	Accepted	

Action	Action taken:
	• DET determined that a more appropriate measure to oncosts was through the monitoring of time loss associated with standard claims in schools and workers' compensation performance
	• monitoring of additional cost through loss of productivity from time lost from work
	• quarterly reporting of additional cost through time loss since 2013
	• DET response in VAGO's 2015 Responses to 2012–13 Performance Audit recommendations reported that it would review absenteeism. This action was initiated in May 2015 and has been completed. The findings of this review are due to be provided to the Department's Workforce Development Culture Committee in February 2016.

Status	Completed		
Date commenced	November 2013	Date completed / due for completion	August 2015

Agency	**Department of Education & Training**	**2012–13**
Audit Report	**Management of Staff Occupational Health and Safety in Schools**	
Date Tabled	29 May 2013	
Recommendation 5	The Department of Education and Early Childhood Development should define and reinforce its expectations of principals in regard to good occupational health and safety management in their schools.	
Acceptance (current)	Accepted	
Action	Action taken:	
	• Developing and rolling out online training on OHS and workers' compensation topics, assigned to DET employees by their job role	
	• Providing 'Safety Management for Leaders' face-to-face training for principals	
	• Developing an OHS self-assessment tool, which sets out how schools are expected to meet their OHS requirements	
	• Developing and implementing an OHS Accountability Framework.	

Status	Partially completed		
Date commenced	December 2013	Date completed / due for completion	December 2015

Agency	**Department of Education & Training**	**2012–13**
Audit Report	**Management of Staff Occupational Health and Safety in Schools**	
Date Tabled	29 May 2013	
Recommendation 6	The Department of Education and Early Childhood Development should identify thresholds for intervention in schools with poor occupational health and safety performance, and act expediently to address performance issues.	
Acceptance (current)	Accepted	
Action	Action taken:	
	• Piloting 2 programs to improve schools' compliance with the OHS management system:	
	o OHS Improvement – targeted OHS support for schools	
	o RM3 – online OHS audit reporting and activation system	
	• Developing and implementing an OHS Accountability Framework.	

Status	Partially completed		
Date commenced	March 2014	Date completed / due for completion	June 2016

Department of Environment, Land, Water & Planning

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 1.1	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by developing whole-of-department compliance policies and specific regulator policies, as appropriate, that meet better practice criteria-including describing education and enforcement approaches, and making relevant information publicly available		
Acceptance (current)	Accepted		
Action	The progress of this action has been affected by the machinery of government changes effective 1 January 2015. Compliance Policy DEPI's Senior Executive Group approved the department-wide compliance framework and policy in August 2014, which defines the minimum standards for internal business compliance strategies and regional compliance plans. The DEPI-approved policy is being reviewed and updated to a modernised DELWP compliance policy. A Compliance Steering Committee is being established to have oversight of DELWP's compliance function and to oversee the compliance framework and VAGO recommendations implementation and is due to be formalised by the Senior Executive Team on 21 September 2015. In the meantime, the Compliance Support Group continue to implement elements of the DEPI compliance framework. In 2015/16 DELWP will establish a process to integrate the policy and strategies into an intelligence-led, risk-based approach to compliance. This work has commenced and is being led by the Compliance Support Group.		
Status	Partially completed		
Date commenced	November 2012	Date completed / due for completion	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 1.2	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by improving how they manage delegations-including maintaining current registers of delegations and Acts with compliance responsibilities, communicating expectations for managing delegations, and regularly assessing how well the delegations are used		
Acceptance (current)	Accepted		
Action	DELWP continues to update its statutory delegations procedure (was a business rule) as required and updated its templates in early 2015 to reflect the changed structure of the department resulting from the 2014 State election. DELWP has developed a risk matrix to identify the priority of actions required to be undertaken upon machinery of government changes being implemented and this was used in early 2015 to identify and remake, where necessary, delegations affected by the machinery of government changes. The delegations register has been updated to encompass delegations from all ministerial portfolios currently within DELWP.		
Status	Substantially completed		
Date commenced	November 2012	Date completed / due for completion	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 1.3	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by transparently identifying and monitoring high compliance risks across all Acts and regulations, and reporting these to senior management		
Acceptance (current)	Accepted		
Action	Compliance Strategy The divisional compliance strategies forms a key component of the department's compliance framework and is currently being prepared and is at different levels of completion. It will set compliance outcomes, identify and monitor high compliance risks across relevant acts and prioritise compliance actions. The divisional compliance strategies will also feed into the regional compliance plans and are being prepared for the following: • Wildlife Act • Flora and Fauna • Native Vegetation • Public Land • Bushfire • Timber Harvesting • Heritage/Planning. Divisions will annually review their compliance strategies.		
Status	Substantially completed		
Date commenced	November 2012	**Date completed / due for completion**	December 2016

Agency	Department of Environment, Land, Water & Planning	2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**	
Date Tabled	24 October 2012	
Recommendation 1.4	The departments of Primary Industries and Sustainability and Environment should strengthen their whole-of-department compliance frameworks by improving oversight and assurance of their compliance functions by better monitoring how they manage their compliance responsibilities-including through regular external review, and, for the Department of Sustainability and Environment, by also assigning clear accountability for its compliance functions and the statewide compliance strategy	
Acceptance (current)	Accepted	
Action	The progress of this action has been affected by the machinery of government changes effective 1 January 2015. DEPI's Senior Executive Group approved the department-wide compliance framework and policy in August 2014, which defines the minimum standards for internal business compliance strategies and regional compliance plans. The DEPI-approved policy is being reviewed and updated to a modernised DELWP compliance policy. A Compliance Steering Committee is being established to have oversight of DELWP's compliance function and to oversee the compliance framework and VAGO recommendations implementation and is due to be formalised by the Senior Executive Team on 21 September 2015. In 2015/16 DELWP will establish a process to integrate the policy and strategies into an intelligence-led, risk-based approach to compliance. This work has commenced and is being led by the Compliance Support Group. The framework once established will enhance: - oversight and assurance - management of compliance responsibilities - improve accountability.	

Status	Partially completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2016

Agency	**Department of Environment, Land, Water & Planning**		**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.1	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify a core set of compliance outcomes		
Acceptance (current)	Accepted		
Action	The divisional compliance strategies forms a key component of the department's compliance framework and is currently being prepared and is at different levels of completion. It will set compliance outcomes, identify and monitor high compliance risks across relevant acts and prioritise compliance actions. The divisional compliance strategies will also feed into the regional compliance plans and are being prepared for the following: • Wildlife Act • Flora and Fauna • Native Vegetation • Public Land • Bushfire • Timber Harvesting • Heritage/Planning. The divisional compliance strategies will include performance measures and expected outcomes, which will be incorporated in a department-wide performance management system.		
Status	Substantially completed		
Date commenced	November 2012	**Date completed / due for completion**	December 2016

Agency	**Department of Environment, Land, Water & Planning**		**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.2	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify relevant, appropriate and representative compliance performance measures of effectiveness against the outcomes and compliance objectives		
Acceptance (current)	Accepted		
Action	The progress of the action has been significantly impacted by the machinery of government changes effective 1 January 2015. This action is now in progress with further work still to be completed. As mentioned at 2.1 the divisional compliance strategies and the regional compliance plan will include objectives and performance measures to assess effectiveness of compliance activities. An additional management resource has now been employed to further progress these actions and also consider development of appropriate management system.		
Status	Partially completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.3	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify transparent internal reporting and balanced public reporting on compliance		
Acceptance (current)	Accepted		
Action	The progress of this action has been affected by the machinery of government changes effective 1 January 2015, when the former Regulation and Compliance function was transferred to the Department of Economic Development, Jobs, Transport & Resources. The department is currently focussed on the development of an effective framework for its compliance activities, which will then lead into the development of an effective performance management system. Availability of resources required for the development work is also being considered.		
Status	Partially completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 2.4	The departments of Primary Industries and Sustainability and Environment should establish department-wide compliance performance management systems that identify targeted and reliable compliance data and information sets relevant to the performance measures, based on a data and information gap analysis		
Acceptance (current)	Accepted		
Action	The progress of the action has been significantly impacted by the machinery of government changes effective 1 January 2015. This action is now in progress with further work still to be completed. As mentioned at 2.1 the divisional compliance strategies and the regional compliance plan will include objectives and performance measures to assess effectiveness of compliance activities. An additional management resource has now been employed to further progress these actions and will also consider development of an appropriate management system, which will consider data and information gaps.		
Status	Partially completed		
Date commenced	November 2012	**Date completed / due for completion**	December 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 3.1	The regulators within the departments of Primary Industries and Sustainability and Environment should rigorously and transparently prioritise and plan their compliance work under all relevant Acts		
Acceptance (current)	Accepted		

Action	The progress of this action has been affected by the machinery of government changes effective 1 January 2015, when the former Regulation and Compliance function was transferred to the Department of Economic Development, Jobs, Transport & Resources.
	The divisional compliance strategies forms a key component of the department's compliance framework and is currently being prepared and is at different levels of completion. It will set compliance outcomes, identify and monitor high compliance risks across relevant acts and prioritise compliance actions. The divisional compliance strategies will also feed into the regional compliance plans and are being prepared for the following:
	• Wildlife Act
	• Flora and Fauna
	• Native Vegetation
	• Public Land
	• Bushfire
	• Timber Harvesting
	• Heritage/Planning.

Status	Substantially completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2016

Agency	**Department of Environment, Land, Water & Planning**	**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**	
Date Tabled	24 October 2012	
Recommendation 3.2	The regulators within the departments of Primary Industries and Sustainability and Environment should regularly and systematically review how consistently and objectively they conduct all types of enforcement actions	
Acceptance (current)	Accepted	
Action	The progress of this action has been affected by the machinery of government changes effective 1 January 2015, when the former Regulation and Compliance function was transferred to the Department of Economic Development, Jobs, Transport & Resources.	
	Compliance Strategy	
	The divisional compliance strategies forms a key component of the department's compliance framework and is currently being prepared and is at different levels of completion. It will set compliance outcomes, identify and monitor high compliance risks across relevant acts and prioritise compliance actions. The divisional compliance strategies will also feed into the regional compliance plans and both will include compliance performance measures to evaluate effectiveness of the compliance activities.	

Status	Partially completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2016

Agency	**Department of Environment, Land, Water & Planning**	**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**	
Date Tabled	24 October 2012	
Recommendation 4.1	The Department of Sustainability and Environment should develop and implement regional compliance plans that are risk-based, soundly targeted, consistent and aligned with corporate priorities and the statewide compliance strategy	
Acceptance (current)	Accepted	

Action	The six regions in DELWP are in the process of developing and implementing their regional compliance plans. The regions include - Barwon South West, Grampians, Loddon Mallee, Hume, Port Phillip and Gippsland. The regional plans are at different levels of completion with the majority being completed and approved internally. N.B. It should be noted that the completion of the action has been significantly impacted by the machinery of government changes effective 1 January 2015.		
Status	Substantially completed		
Date commenced	November 2012	Date completed / due for completion	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 4.2	The Department of Sustainability and Environment should develop an achievable, detailed plan for delivering its statewide compliance strategy, and implement it		
Acceptance (current)	Accepted		
Action	As per 4.1 regional compliance plans are being developed. As per 1.1, DELWP is now developing a risk-based planning framework to ensure state wide planning underpins the department's regional plans.		
Status	Partially completed		
Date commenced	November 2012	Date completed / due for completion	July 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 5.1	The Department of Sustainability and Environment should strengthen its management of wildlife and plant licences and permits by upgrading the wildlife and plant licence and permit systems without further delay		
Acceptance (current)	Accepted		
Action	Review of business requirements for a wildlife licensing system has been undertaken and documentation prepared to take project to market.		
Status	Partially completed		
Date commenced	November 2012	Date completed / due for completion	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 5.2	The Department of Sustainability and Environment should strengthen its management of wildlife and plant licences and permits by requiring staff to record all relevant information in the systems, such as licensee inspections and interviews, and periodically reviewing how they use the systems		
Acceptance (current)	Accepted		

Action	As noted at 1.1, a Compliance Steering Committee is being established to have oversight of DELWP's compliance function and to oversee the compliance framework and VAGO recommendations implementation which was endorsed by the Senior Executive Team on 21 September 2015. In the meantime, the Compliance Support Group continue to implement elements of the DEPI compliance framework.		
Status	Partially completed		
Date commenced	November 2012	Date completed / due for completion	June 2016

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 5.3	The Department of Sustainability and Environment should strengthen its management of wildlife and plant licences and permits by accurately recording the number of licences, permits and authorisations it issues, and making this information publicly available		
Acceptance (current)	Accepted		
Action	Public interest is centralised on permits authorising the control of wildlife. Monthly information of the number of Authorities to Control Wildlife (ATCWs) issued and the number of animals (by species) authorised for control are now published monthly on the DELWP website. Backdated monthly data to 2009 has also been made publicly available.		
Status	Completed		
Date commenced	November 2012	Date completed / due for completion	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 5.4	The Department of Sustainability and Environment should strengthen its management of wildlife and plant licences and permits by reviewing its policy on using licence conditions and sanctions as a response to noncompliance		
Acceptance (current)	Accepted		
Action	Licence conditions for permits issued under s. 83A and higher risk commercial licences issued under s.22 of the Wildlife Act are reviewed annually. Further review of wildlife licence conditions to be undertaken in response to recent judicial decisions within the next 6 months.		
Status	Completed		
Date commenced	November 2012	Date completed / due for completion	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 6	The departments of Primary Industries and Sustainability and Environment should identify and centrally document core processes for managing the work standards, recruitment, training and authorisation of compliance officers and central systems for coordinating and reviewing these activities.		
Acceptance (current)	Accepted		

Action	The progress of this action has also been affected by the machinery of government changes effective 1 January 2015.
	Compliance standard operating procedures
	• Standard operating procedures and safe working procedures for compliance and enforcement specific work activities are being developed. The majority have been completed.
	Compliance recruitment
	• Development of a compliance and enforcement recruitment process is currently in progress and will include pre-employment screening such as fitness requirements, psychometric testing, police checking and statutory declarations of conflicts of interest.
	Authorisations
	• The procedures for authorisation of compliance officers has also been significantly completed.
Status	Partially completed
Date commenced	November 2012	**Date completed / due for completion**	July 2016

Agency	**Department of Environment, Land, Water & Planning**		**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 7.1	The departments of Primary Industries and Sustainability and Environment should each develop and implement a whole-of-department, better practice complaints management policy and training		
Acceptance (current)	Accepted		
Action	DELWP has developed and implemented a whole-of-department complaints management policy, which covers complaints against authorised officers and other matters including privacy.		
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2015

Agency	**Department of Environment, Land, Water & Planning**		**2012–13**
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 7.2	The departments of Primary Industries and Sustainability and Environment should each publish the policy on its website		
Acceptance (current)	Accepted		
Action	DELWP has developed and implemented a whole-of-department complaints management policy, which covers complaints against authorised officers and other matters including privacy.		
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Effectiveness of Compliance Activities: Departments of Primary Industries and Sustainability and Environment**		
Date Tabled	24 October 2012		
Recommendation 7.3	The departments of Primary Industries and Sustainability and Environment should each record all complaints in a central register(s), monitor complaints data and use this information to improve regulatory policies and processes		
Acceptance (current)	Accepted		
Action	DELWP has developed and implemented a whole-of-department complaints management policy, which covers complaints against authorised officers and other matters including privacy. Complaints received are tracked and followed up to ensure satisfactory completion. In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	November 2012	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 1	The Department of Environment and Primary Industries should critically assess whether there is value in reporting on performance indicators and output measures beyond those in Budget Paper No. 3 in its annual report.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 2	The Department of Environment and Primary Industries, the Environment Protection Authority and Parks Victoria should review their processes for developing, selecting and reviewing publicly-reported performance indicators and output measures, and more effectively collaborate across agencies.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 3	The Department of Environment and Primary Industries, the Environment Protection Authority and Parks Victoria should improve the documentation of the information and processes used to select performance indicators and output measures.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 4	The Department of Environment and Primary Industries, the Environment Protection Authority and Parks Victoria should assess annually how performance reporting practices comply with organisational standards, and conduct detailed biennial reviews to evaluate the adequacy of key performance indicators and output measure controls, data systems processes and controls, and development of performance reports.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 5	The Department of Environment and Primary Industries and Parks Victoria should improve the documentation of standardised and centrally managed records to include more compete descriptions, definitions, and rationale o data for all publicly reported indicators and output measures.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Department of Environment, Land, Water & Planning	2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**	
Date Tabled	26 June 2013	

Recommendation 6	The Department of Environment and Primary Industries and Parks Victoria should develop minimum standards for performance data collection, management, analytical processes and systems, and monitor compliance with these standards.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	Date completed / due for completion	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	Environment and Sustainability Sector: Performance Reporting		
Date Tabled	26 June 2013		
Recommendation 7	The Department of Environment and Primary Industries and Parks Victoria should develop and document detailed quality assurance standards for performance data collection and collation processes, and monitor compliance with these standards.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	Date completed / due for completion	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	Environment and Sustainability Sector: Performance Reporting		
Date Tabled	26 June 2013		
Recommendation 8	The Department of Environment and Primary Industries and Parks Victoria should clarify the specific tasks and responsibilities of staff at all levels responsible for report development roles, and specify the checks and approvals that are required.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.		
Status	Completed		
Date commenced	July 2013	Date completed / due for completion	June 2015

Agency	Department of Environment, Land, Water & Planning		2012–13
Audit Report	Flood Relief and Recovery		
Date Tabled	26 June 2013		
Recommendation 2	Local Government Victoria should lead the design and implementation of strategies to support councils to further develop social capital needed for recovery.		
Acceptance (current)	Accepted		

Action	Local Government Victoria along with Emergency Management Victoria, the Municipal Association of Victoria and Regional Development Victoria have developed a comprehensive manual for local governments in responding to and recovering from emergency events. This includes a section dedicated to improving the social capital of communities and working with affected communities following an emergency event. The manual has been available to all councils since Feb 2015.
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.
Status	Completed
Date commenced	July 2013	Date completed / due for completion	September 2015

Agency	Department of Environment, Land, Water & Planning	2012–13
Audit Report	Organisational Sustainability of Small Councils	
Date Tabled	12 June 2013	
Recommendation 4	The Department of Planning and Community Development should review and update its asset management guidance.	
Acceptance (current)	Accepted	
Action	LGV has worked with the Institute of Public Works Engineering Australasia (IPWEA) on the development of revised guidance on asset management practices. The adoption of IPWEA standards will strengthen alignment of asset management and financial planning. The revised Asset Management Guide will be released by 31 December 2015.	
Status	Substantially completed	
Date commenced	July 2013	Date completed / due for completion	December 2015

Agency	Department of Environment, Land, Water & Planning	2012–13
Audit Report	Organisational Sustainability of Small Councils	
Date Tabled	12 June 2013	
Recommendation 5	The Department of Planning and Community Development should consider making the development of a long-term financial plan mandatory and provide support and guidance in the development of these.	
Acceptance (current)	Accepted	
Action	Mandating a long term financial plan will be considered as part of the review of the Local Government Act 1989. The revised Asset Management guidance to be released by December 2015 will emphasise the need for alignment between asset management and service requirements and long term financial planning.	
Status	Partially completed	
Date commenced	July 2013	Date completed / due for completion	December 2017

Agency	Department of Environment, Land, Water & Planning	2012–13
Audit Report	Organisational Sustainability of Small Councils	
Date Tabled	12 June 2013	
Recommendation 6	The Department of Planning and Community Development should routinely review the guidance and support it provides so that it is aligned with areas of highest need and addresses gaps in councils' capability and capacity.	
Acceptance (current)	Accepted	

Action	A mandatory system of performance reporting was legislated in April 2014. All councils are required to report against the framework as part of their 2014–15 annual report.
	The Performance Reporting Framework will enable Local Government Victoria (LGV) to better identify areas of need and capability and capacity shortfalls. LGV will have an ongoing regard to such information in the formulation of its support strategies and capacity building programs.
Status	Substantially completed
Date commenced	February 2014	Date completed / due for completion	December 2015

Agency	Department of Environment, Land, Water & Planning	2012–13
Audit Report	**Public Asset Valuation**	
Date Tabled	17 April 2013	
Recommendation 6	The Department of Sustainability and Environment should engage a suitably qualified, independent body to review Valuer-General Victoria's operations and practices on a triennial basis.	
Acceptance (current)	Accepted	
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in June 2015.	
Status	Completed	
Date commenced	May 2013	Date completed / due for completion	July 2015

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**	
Date Tabled	25 June 2014	
Recommendation 1.1	That as a priority the Department of Environment and Primary Industries establishes guidelines to inform the selection and prioritisation of initiatives funded under the Environmental Contribution Levy. These should include an interpretation of the scope and intent of the levy's two objectives under the Water Industry Act 1994. These should be in place before any further funds are approved.	
Acceptance (current)	Accepted	
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in March 2015.	
Status	Completed	
Date commenced	July 2014	Date completed / due for completion	March 2015

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**	
Date Tabled	25 June 2014	
Recommendation 1.2	That as a priority the Department of Environment and Primary Industries establishes guidelines to inform the selection and prioritisation of initiatives funded under the Environmental Contribution Levy. These should include criteria to assist in the selection and prioritisation of projects and/or initiatives to be put forward for future Environmental Contribution Levy budget bids. These should be in place before any further funds are approved.	
Acceptance (current)	Accepted	

Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in March 2015.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	March 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 1.3	That as a priority the Department of Environment and Primary Industries establishes guidelines to inform the selection and prioritisation of initiatives funded under the Environmental Contribution Levy. These should include a requirement that decisions made under these guidelines are clearly documented and include the rationale for each decision. These should be in place before any further funds are approved.		
Acceptance (current)	Accepted		
Action	The agreed action has been completed and independently verified by the department's internal auditor. The closure of the action was endorsed by the DELWP Risk and Audit Committee in March 2015.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	March 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 2	That the Department of Environment and Primary Industries documents the strategic priorities and cost of addressing water policy needs to inform the determination of the total revenue that the Environmental Contribution Levy is being used to recover.		
Acceptance (current)	Accepted		
Action	This action is currently underway. Progress on the action, initiated under previous policy settings, is now entirely dependent on the government's decision to develop a major new strategic vision - the Water Plan. Work on the Water Plan has recently commenced and is due for completion in June 2016. The strategic framework for the Environmental Contribution will be informed by the strategic directions of the Water Plan when approved by the government.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	June 2016

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 3.1	That the Department of Environment and Primary Industries develops an evaluation framework for the Environmental Contribution Levy that measures the effectiveness of both the levy and the projects and/or initiatives it has funded		
Acceptance (current)	Accepted		
Action	This action is currently underway. A draft Evaluation Framework is under preparation, informed in part by the findings of the 10 Year Evaluation. The Framework will be applied to all individual initiatives and the entire Environmental Contribution.		

Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	October 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 3.2	That the Department of Environment and Primary Industries evaluates the effectiveness of the Environmental Contribution Levy as part of each end of tranche review		
Acceptance (current)	Accepted		
Action	This action is currently underway. The Evaluation Framework will apply a more systematic and consistent approach to each end of tranche review. This work will be informed in part by the findings of the 10 Year Evaluation.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	October 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 3.3	That the Department of Environment and Primary Industries undertakes an evaluation of the overall effectiveness of the Environmental Contribution Levy over the past 10 years		
Acceptance (current)	Accepted		
Action	This action is complete. The Final Report of the Ten Year Evaluation of the Environmental Contribution was approved by the A/Deputy Secretary, Water and Catchments, on 28 August 2015. In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	August 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 3.4	That the Department of Environment and Primary Industries reports the outcomes of this work publicly		
Acceptance (current)	Accepted		
Action	This action is currently underway and a communications strategy is being prepared for consideration of the Secretary.		
Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	October 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Administration and Effectiveness of the Environmental Contribution Levy**		
Date Tabled	25 June 2014		
Recommendation 4	That as a priority the Department of Environment and Primary Industries enhances public reporting of the Environmental Contribution Levy in annual reports and other mechanisms. This should clearly describe the purpose, benefits and achievements of the Environmental Contribution Levy and its funded projects and/or initiatives.		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in November 2014.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	November 2014

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 3	Local Government Victoria should review and update its asset management guidance material for councils.		
Acceptance (current)	Accepted		
Action	Local Government Victoria has worked with Institute of Public Works Engineering Australasia (IPWEA) on the development of revised guidance on asset management practices. The adoption of IPWEA standards will strengthen alignment of asset management and financial planning. Subject to budget funding, the revised Asset Management Guide will be released by 31 December 2015.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		
Recommendation 4	Local Government Victoria should review the support it provides to councils and make sure it is targeted to address common issues.		
Acceptance (current)	Accepted		
Action	The relaunch of the Asset Management Guide is to be accompanied by regional based workshops for council staff. The Institute of Public Works Engineering Australasia framework requires self assessment against the National Assessment Framework which will assist in better targeting future support services and training. The workshops will be completed by 30 June 2016.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	June 2016

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Asset Management and Maintenance by Councils**		
Date Tabled	19 February 2014		

Recommendation 5	Local Government Victoria should consider, in conjunction with councils, developing a set of comprehensive asset management performance indicators that will enable comparability between councils on asset management performance.		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in August 2015.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	August 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Asset Management and Maintenance by Councils		
Date Tabled	19 February 2014		
Recommendation 6	Local Government Victoria should in conjunction with councils and the Municipal Association of Victoria, review the use and application of the National Asset Management Assessment Framework and its appropriateness for driving improvement in asset management performance.		
Acceptance (current)	Accepted		
Action	The revised Asset Management Guide (to be released by 31 December 2015) will adhere to national standards. A joint review of the national standards by Local Government Victoria and Municipal Association of Victoria will be undertaken to also ensure continued compliance with new ISO standards in asset management. The capacity for national benchmarking has diminished slightly as not all jurisdictions now support the methodology but they remain an important component of benchmarking within Victoria.		
Status	Substantially completed		
Date commenced	March 2014	Date completed / due for completion	December 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Asset Management and Maintenance by Councils		
Date Tabled	19 February 2014		
Recommendation 7	Local Government Victoria should consider making aspects of asset management mandatory, such as the development of asset management policies, strategies and plans.		
Acceptance (current)	Accepted		
Action	The Institute of Public Works Engineering Australasia (IPWEA) Standard requires the development of the policies, plans and strategies however it is not a legislated requirement. Mandatory asset management will be considered as part of the upcoming review of the Local Government Act 1989.		
Status	Partially completed		
Date commenced	March 2014	Date completed / due for completion	December 2017

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Asset Management and Maintenance by Councils		
Date Tabled	19 February 2014		
Recommendation 13	Local Government Victoria should investigate options for supporting councils to develop and upgrade their asset management information systems, including by reviewing practices in other jurisdictions.		
Acceptance (current)	Accepted		

Action	Local Government Victoria (LGV) is currently in negotiations with Institute of Public Works Engineering Australasia (IPWEA) for the provision of access to the IPWEA Asset and Financial management modules available online, with full access to templates and learning material. LGV is seeking to maximize economies of scale through centralised procurement. It is expected that the negotiations will be successfully completed by 31 December 2015.		
Status	Partially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.1	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by documenting the essential planning work to justify the use of external resources, to identify and manage risks, and to determine a preferred procurement route		
Acceptance (current)	Accepted		
Action	The DELWP Complexity tool is now available online and a requirement to be completed for all procurement in excess of $2,000. The tool provides a path to market and highlights procurement risk to be considered. In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	June 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.2	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by comprehensively documenting conflict of interest issues and always evaluating bids, providing greater clarity about progress and performance monitoring, and meeting mandatory records management requirements		
Acceptance (current)	Accepted		
Action	DELWP procurement policies and guidelines have been reviewed and updated in alignment with the VGPB supply policies and procurement reform requirements, and are available on the DELWP intranet. This includes conflict of interest requirements, evaluation and reporting.		
Status	Substantially completed		
Date commenced	June 2014	**Date completed / due for completion**	June 2016

Agency	**Department of Environment, Land, Water & Planning**	**2013–14**
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	

Recommendation 1.3	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by taking a more structured approach to managing engagements by documenting progress and performance to monitor and manage risks		
Acceptance (current)	Accepted		
Action	DELWP procurement policies and guidelines have been revised to incorporate a demonstration of value for money in all engagements including advisory engagements. Implementation of a new Contract Management System (CMS) will improve the ability to capture and monitor progress and performance of providers in delivery of services, and verification of value for money outcomes. The introduction of an Enterprise Content Management system and its alignment to the new CMS, will significantly improve the ability to retain and report on information as evidence of value for money outcomes. Full implementation will be delivered progressively as part of the procurement reform 3 year program, finishing 31 December 2017.		
Status	Partially completed		
Date commenced	June 2014	Date completed / due for completion	December 2017

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Managing Consultants and Contractors		
Date Tabled	12 June 2014		
Recommendation 1.4	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by completing post-implementation reviews of all engagements, commensurate with their size and complexity, to verify deliverables and the achievement of process integrity and value for-money outcomes		
Acceptance (current)	Accepted		
Action	DELWP procurement policies and guidelines have been revised to incorporate a demonstration of value for money in all engagements including advisory engagements. Implementation of a new Contract Management System (CMS) will improve the ability to capture and monitor progress and performance of providers in delivery of services, and verification of value for money outcomes. The introduction of an Enterprise Content Management system and its alignment to the new CMS, will significantly improve the ability to retain and report on information as evidence of value for money outcomes. Full implementation will be delivered progressively as part of the procurement reform 3 year program, finishing 31 December 2017.		
Status	Partially completed		
Date commenced	June 2014	Date completed / due for completion	December 2017

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Managing Consultants and Contractors		
Date Tabled	12 June 2014		
Recommendation 6	That Departments collect and analyse the information needed to confirm that business units are complying with mandated policies and practices, and manage the risks to achieving value for money and maintaining process integrity.		
Acceptance (current)	Accepted		
Action	The collation and analysis of information in relation to contractor and consultant engagement and associated management of risk and performance, will be implemented as part of the introduction of the Contract Management System (CMS) and the new Procurement Reform framework. Completion of this action is contingent on the implementation of the Enterprise Resource Plan upgrade, which does not yet have a go-live date finalised.		

Status	Partially completed		
Date commenced	June 2014	**Date completed / due for completion**	July 2016

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 1.1	That the Department of Environment and Primary Industries strengthen its sustainable state forest and timber resource performance management by setting a clear goal for state forest management		
Acceptance (current)	Accepted		
Action	The government is currently establishing a Forest Industry Taskforce to provide leadership and reach common ground on future issues facing the timber industry, job protection economic activity and the protection of our unique native flora and fauna and threatened species in the Central Highlands. The taskforce will include representatives from My Environment, the Victorian National Parks Association, the Wilderness Society, the CFMEU and the timber industry. The taskforce is likely to take at least 12 months to provide recommendations to government. Those recommendations may have an impact on the approach to the sustainable management of state forests in Victoria. Forest management plans will continue to be the key planning tool for Victoria' State forests and will be the vehicle by which regional objectives, progress measures and targets are established.		
Status	Partially completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2017

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 1.2	That the Department of Environment and Primary Industries strengthen its sustainable state forest and timber resource performance management by establishing regional objectives, progress measures and targets for state forests that take into account both forest and timber resource management		
Acceptance (current)	Accepted		
Action	The government is currently establishing a Forest Industry Taskforce to provide leadership and reach common ground on future issues facing the timber industry, job protection economic activity and the protection of our unique native flora and fauna and threatened species in the Central Highlands. The taskforce will include representatives from My Environment, the Victorian National Parks Association, the Wilderness Society, the CFMEU and the timber industry. The taskforce is likely to take at least 12 months to provide recommendations to government. Those recommendations may have an impact on the approach to the sustainable management of state forests in Victoria. Forest management plans will continue to be the key planning tool for Victoria' State forests and will be the vehicle by which regional objectives, progress measures and targets are established.		
Status	Partially completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2017

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		

Recommendation 1.3	That the Department of Environment and Primary Industries strengthen its sustainable state forest and timber resource performance management by reporting publicly on progress in achieving these
Acceptance (current)	Accepted
Action	The government is currently establishing a Forest Industry Taskforce to provide leadership and reach common ground on future issues facing the timber industry, job protection economic activity and the protection of our unique native flora and fauna and threatened species in the Central Highlands. The taskforce will include representatives from My Environment, the Victorian National Parks Association, the Wilderness Society, the CFMEU and the timber industry. The taskforce is likely to take at least 12 months to provide recommendations to government. Those recommendations may have an impact on the approach to the sustainable management of state forests in Victoria. Forest management plans will continue to be the key planning tool for Victoria' State forests and will be the vehicle by which regional objectives, progress measures and targets are established.
Status	Partially completed
Date commenced	December 2013	Date completed / due for completion	December 2017

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Managing Victoria's Native Forest Timber Resources		
Date Tabled	11 December 2013		
Recommendation 2.1	That the Department of Environment and Primary Industries improves the way it manages the forest management zoning scheme, by reviewing the forest management zoning for eastern Victoria by March 2015 as planned, documenting its approach and the trade-offs made between conservation needs and productive uses		
Acceptance (current)	Accepted		
Action	The review of Forest Management Zones in Eastern Victoria was a commitment of the former Victorian Government under its Timber Industry Action Plan. A methodology to guide the development of forest management zoning has been established and will improve the transparency, consistency and repeatability of zoning. This methodology was tested in the development of draft zoning for the Central Highlands area in 2014, however as a result new government priorities and election commitments (in particular the Forest Industry Taskforce and Biodiversity Strategy) work on a full review of zoning in the Central Highlands is currently on hold. DELWP continues to refine the methodology for undertaking zoning reviews, for future use. In the interim, minor zoning amendments continue to be managed in accordance with the Code of Practice for Timber Production 2014, regional forest agreements, forest management plans and the department's operational procedures.		
Status	Partially completed		
Date commenced	December 2013	Date completed / due for completion	December 2017

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	Managing Victoria's Native Forest Timber Resources	
Date Tabled	11 December 2013	
Recommendation 2.2	That the Department of Environment and Primary Industries improves the way it manages the forest management zoning scheme, by better documenting the assessments underpinning amendment decisions and periodically reviewing how consistently it applies its zoning amendment process	
Acceptance (current)	Accepted	

Action	The standard operating procedure for managing forest zoning amendments has been revised and processes improved in accordance with the recommendation.
	DELWP is currently considering options for physically incorporating decisions into the Forest Management Zoning Scheme dataset (so that the decision is co-located with zoning data), however this will be a long term project and will be best undertaken as part of a review of zoning.
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.
Status	Completed

Date commenced	December 2013	Date completed / due for completion	June 2015

Agency	**Department of Environment, Land, Water & Planning**	**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**	
Date Tabled	11 December 2013	
Recommendation 4.2	That the Department of Environment and Primary Industries improves the way it manages its responsibilities for regenerating forest, and monitors VicForests' regeneration compliance, by collecting enough seed to meet regeneration backlog and bushfire recovery needs	
Acceptance (current)	Accepted	
Action	A Seed Supply Agreement has been made with VicForests for the supply (and collection and supply) of $2 million worth of ash species seed to assist in future fire-recovery works.	
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.	
Status	Completed	

Date commenced	December 2013	Date completed / due for completion	May 2015

Agency	**Department of Environment, Land, Water & Planning**	**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**	
Date Tabled	11 December 2013	
Recommendation 7.1	That the Department of Environment and Primary Industries improves its delivery of forest-related plans and strategies through timely and comprehensive planning, monitoring and review, including completing, reviewing or renewing the action statements required under the Flora and Fauna Guarantee Act 1988	
Acceptance (current)	Accepted	
Action	The four actions statements and the three year strategic plan for actions statements have been completed. Evidence of this is provided through the published documents that can be found on DELWPs website at: http://www.depi.vic.gov.au/environment-and-wildlife/threatened-species-and-communities/flora-and-fauna-guarantee-act-1988/action-statements.	
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.	
Status	Completed	

Date commenced	December 2013	Date completed / due for completion	July 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 7.2	That the Department of Environment and Primary Industries improves its delivery of forest-related plans and strategies through timely and comprehensive planning, monitoring and review, including strengthening its business systems so that the delivery, monitoring, reporting and review of its commitments for managing forest values is consistent, thorough and timely		
Acceptance (current)	Accepted		
Action	In 2010 the then DSE established the Victorian Forest Monitoring Program (VFMP) to provide the framework and services necessary to "assess and monitor the extent, state and sustainable development of Victoria's forests in a timely and accurate manner'. The VFMP is Australia's most comprehensive state-wide public forest monitoring system. It now includes a network of 629 permanent monitoring plots located across State forest and parks and conservation reserves, together with detailed aerial photography and satellite imagery. Now all field plots have been installed, the VFMP will move into the 5 year re-measurement cycle. The data gathered from the VFMP was used in the development of the 2013 State of the Forests Report (SOFR). The SOFR 2013 provided the most comprehensive data about the health of our forests to date. In accordance with DELWP's internal procedures, the completed action will be independently verified.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	July 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 8.1	That the Department of Environment and Primary Industries use its recent biodiversity research findings to further analyse the impacts of harvesting on at-risk species to determine whether any changes to management approaches or interim measures are needed		
Acceptance (current)	Accepted		
Action	Biodiversity policy and legislation is currently being reviewed by DEWLP. DELWP will continue to apply new information and research findings as part of its ongoing management of Victoria's forests. This includes through the forest management zoning scheme, in particular the special protection zone which are regularly updated to protect natural attributes that have been identified and verified, Action statements created under the Flora and Fauna Guarantee Act 1988, forest management plans and standard operating procedures		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	July 2015

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	**Managing Victoria's Native Forest Timber Resources**	
Date Tabled	11 December 2013	
Recommendation 8.2	That the Department of Environment and Primary Industries use its recent biodiversity research findings to inform its reviews of forest management zoning and action statements, and its development of the new integrated regional plans	
Acceptance (current)	Accepted	

Action	Biodiversity policy and legislation is currently being reviewed by DEWLP. DELWP will continue to apply new information and research findings as part of its ongoing management of Victoria's forests. This includes through the forest management zoning scheme, in particular the special protection zone which are regularly updated to protect natural attributes that have been identified and verified, Action statements created under the Flora and Fauna Guarantee Act 1988, forest management plans and standard operating procedures.
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.
Status	Completed
Date commenced	December 2013	**Date completed / due for completion**	July 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 9	That the Department of Environment and Primary Industries strengthen its auditing of VicForests' compliance by documenting the rationale underpinning its identification of the high compliance risks associated with harvesting, and mandating the audits		
Acceptance (current)	Accepted		
Action	The Timber Harvesting Compliance Strategy has been established and it identifies the risks associated with the varying levels of non-compliance. This strategy helps guide the department's regulatory outcomes.		
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	July 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 3	The Department of Environment and Primary Industries should seek assurance that water corporation boards are effectively managing public private partnership contract performance.		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in March 2015.		
Status	Completed		
Date commenced	August 2013	**Date completed / due for completion**	March 2015

Agency	**Department of Environment, Land, Water & Planning**	**2013–14**
Audit Report	**Oversight and Accountability of Committees of Management**	
Date Tabled	05 February 2014	

Recommendation 1	That the Department of Environment and Primary Industries further develop its categorisation framework for committees of management, based on an analysis of financial, social and environmental risks.		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in April 2015.		
Status	Completed		
Date commenced	February 2014	Date completed / due for completion	April 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Oversight and Accountability of Committees of Management		
Date Tabled	05 February 2014		
Recommendation 2	That the Department of Environment and Primary Industries apply its categorisation framework to develop a tailored and consistent approach to governance processes for committees of management.		
Acceptance (current)	Accepted		
Action	The Committees of Management (CoM) categorisation framework has established four CoM categories and provides a tailored and consistent monitoring and support framework for each of the four categories. Pursuant to the development of the CoM Categorisation Framework, the department: - confirmed the seven CoMs that will be subject to divisions 2 and 3 of Part 5 of the PAA; and - concluded that for most CoMs that are incorporated associations, an adequate governance framework is in place pursuant to the Associations Incorporation Act 2012 (the department will only become involved where there are issues specific to Crown land). In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	February 2014	Date completed / due for completion	July 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Oversight and Accountability of Committees of Management		
Date Tabled	05 February 2014		
Recommendation 3	That the Department of Environment and Primary Industries review and revise its appointment procedures for skills-based committees of management to ensure that they are robust and are applied consistently.		
Acceptance (current)	Accepted		
Action	Pursuant to the development of the categorisation framework the recruitment methodology for each Committees of Management (CoM) category has been confirmed. Separately, detailed Visio flowcharts have been developed to guide the consistent application of those processes by DELWP regions. All CoM's that are subject to divisions 2 and 3 of part 5 of the PAA have been made aware of the associated requirement for three yearly audits of their financial statements. Other ongoing CoMs (over 90%) are incorporated associations which are subject to a governance framework pursuant to the Associations Incorporation Act 2012; in this context the CoM Categorisation Framework provides that DELWP's involvement with these CoMs will be confined to issues that are specific to Crown land. In accordance with DELWP's internal procedures, the completed action will be independently verified.		

Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	July 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Oversight and Accountability of Committees of Management**		
Date Tabled	05 February 2014		
Recommendation 4	That the Department of Environment and Primary Industries develop and implement an engagement guideline to guide its approach to providing support and guidance to committees of management, informed by its revised categorisation framework and the key areas in which committees require support and guidance.		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in April 2015.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	July 2015
Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Oversight and Accountability of Committees of Management**		
Date Tabled	05 February 2014		
Recommendation 5.1	That the Department of Environment and Primary Industries take steps to improve the support and guidance it provides to committees of management, including updating its Committees of Management: Responsibilities and Good Practice Guidelines and developing detailed supporting guidance on key issues		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in June 2015.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	June 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Oversight and Accountability of Committees of Management**		
Date Tabled	05 February 2014		
Recommendation 5.2	That the Department of Environment and Primary Industries take steps to improve the support and guidance it provides to committees of management, including consolidating guidance information and useful links for committees onto one website		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in March 2015.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	March 2015

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Oversight and Accountability of Committees of Management**		
Date Tabled	05 February 2014		

Recommendation 5.3	That the Department of Environment and Primary Industries take steps to improve the support and guidance it provides to committees of management, including supporting networking between committees		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in June 2015.		
Status	Completed		
Date commenced	February 2014	Date completed / due for completion	June 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Oversight and Accountability of Committees of Management		
Date Tabled	05 February 2014		
Recommendation 6	That the Department of Environment and Primary Industries evaluate its current collection and use of information, identify any shortcomings, and develop and implement a strategy to guide information collection with respect to committees of management and their management of Crown land reserves.		
Acceptance (current)	Accepted		
Action	Pursuant to the development of the categorisation framework, DELWP reviewed the range of information sought from Committees of Management's (CoM's) via the annual return process which is the primary information collection method. Information sought form category 1 CoMs has been made more comprehensive and consistent whereas information sought from category 3 CoMs has been reduced. In addition, a simpler declaration of private interest form has been introduced for category 3 CoMs. All CoM's that are subject to divisions 2 and 3 of part 5 of the PAA have been made aware of the associated requirement for three yearly audits of their financial statements. Other ongoing CoMs (over 90%) are incorporated associations which are subject to a governance framework pursuant to the Associations Incorporation Act 2012; in this context the CoM Categorisation Framework provides that DELWP's involvement with these CoMs will be confined to issues that are specific to Crown land.		
Status	Completed		
Date commenced	February 2014	Date completed / due for completion	July 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	Oversight and Accountability of Committees of Management		
Date Tabled	05 February 2014		
Recommendation 7	That the Department of Environment and Primary Industries clarify staff roles and responsibilities relating to committees of management through group and work performance plans.		
Acceptance (current)	Accepted		
Action	The Committees of Management (CoMs) categorisation framework provides tailored governance and oversight for each of the four CoM categories. Simpler annual return templates and declaration of private interest forms are now in place for smaller CoMs. Additionally, the development of the categorisation framework has helped to clarify DELWP roles relating to CoMs. In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.		
Status	Completed		
Date commenced	February 2014	Date completed / due for completion	July 2015

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	**Oversight and Accountability of Committees of Management**	
Date Tabled	05 February 2014	
Recommendation 8	That the Department of Environment and Primary Industries develop and implement an internal communication strategy outlining formal and informal communication channels to improve information sharing across the department on issues relating to committees of management.	
Acceptance (current)	Accepted	
Action	The development of the categorisation framework has clarified the roles and responsibilities relating to Committees of management (CoM) in DELWP. Further improvements have been identified for implementation.	
	Additionally, DELWP's 'Information for CoM web page has been reconfigured accordingly. It includes linkages to the updated 'Responsibilities and Good Practice Guidelines' (which include many useful linkages including to the WoVG grants page), guidance notes and model policies.	
	DELWP has investigated the development of online engagement with Committees of Managements (CoMs) via social media pursuant to workshops conducted by a consultant and a report prepared by the consultant. Further take up of this method of engagement will now be with the regions who are the relationship managers for CoMs.	
	In accordance with DELWP's internal procedures, the completed action will be independently verified.	
Status	Completed	

Date commenced	February 2014	Date completed / due for completion	July 2015

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	**Oversight and Accountability of Committees of Management**	
Date Tabled	05 February 2014	
Recommendation 9	That the Department of Environment and Primary Industries develop and implement strategies to better identify the most appropriate managers for Crown land reserves, and align reserves accordingly.	
Acceptance (current)	Accepted	
Action	The recommendation to identify the most appropriate managers for Crown land reserves is being considered as part of the 'Modernising Crown Land' program of work. This action will be progressed over many years by DELWP. Appropriate frameworks are being developed to support the program of work.	
Status	Partially completed	

Date commenced	February 2014	Date completed / due for completion	July 2017

Agency	Department of Environment, Land, Water & Planning	2013–14
Audit Report	**Oversight and Accountability of Committees of Management**	
Date Tabled	05 February 2014	
Recommendation 10	That the Department of Environment and Primary Industries develop and implement strategies to ensure that committees of management have an adequate volunteer base, including by investigating opportunities to amalgamate committees.	
Acceptance (current)	Accepted	

Action	In 2015 DELWP conducted a volunteer recognition process for Committees of Managements (CoMs), involving the presentation of certificates to nominated CoM members, which was very well received by DELWP regions and CoMs. This will now be conducted annually. Additionally, pursuant to Land Administration's long term response to recommendation 9, Land Administration will seek to identify opportunities to amalgamate CoMs where appropriate.
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	July 2015

Agency	**Department of Environment, Land, Water & Planning**	**2013–14**
Audit Report	**Oversight and Accountability of Committees of Management**	
Date Tabled	05 February 2014	
Recommendation 11	That the Department of Environment and Primary Industries develop an informed approach to understanding the funding needs of committees of management, so that funding decisions appropriately consider and address risks, including the sustainability of committees.	
Acceptance (current)	Accepted	
Action	DELWP's 'Information for Committees of Management' web page has been reconfigured accordingly. It includes linkages to the updated 'Responsibilities and Good Practice Guidelines' (which include many useful linkages including to the WoVG grants page), guidance notes and model policies.	
	DELWP has investigated the development of online engagement with Committees of Managements (CoMs) via social media pursuant to workshops conducted by a consultant and a report prepared by the consultant. Further take up of this method of engagement will now be with the regions who are the relationship managers for CoMs.	
	In accordance with DELWP's internal procedures, the completed action will be independently verified within the department and then by the internal auditor. Completed and verified actions are presented to the department's next Risk and Audit Committee meeting for endorsement for closure.	

Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	July 2015

Agency	**Department of Environment, Land, Water & Planning**	**2013–14**
Audit Report	**Shared Services in Local Government**	
Date Tabled	28 May 2014	
Recommendation 2	That the Department of Transport, Planning and Local Infrastructure identifies back office functions most suitable for shared services and the potential cost savings and other benefits that could result from these initiatives.	
Acceptance (current)	Accepted	
Action	The evaluation of the North East Victoria Project is complete with information sheets currently being prepared for broader circulation.	
Status	Substantially completed		
Date commenced	May 2014	**Date completed / due for completion**	December 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 3	That the Department of Transport, Planning and Local Infrastructure investigates key challenges to implementing shared services and identifies strategies that can be used to address these.		
Acceptance (current)	Accepted		
Action	This action was completed prior to the machinery of government changes effective 1 January 2015 when Local Government Victoria was part of the former Department of Transport, Planning and Local Infrastructure.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	December 2014

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 5	That the Department of Transport, Planning and Local Infrastructure assists councils to improve their monitoring, evaluation and reporting of financial and non-financial benefits of shared services.		
Acceptance (current)	Accepted		
Action	Shared Services opportunities have not qualified for funding under the Sustainability Fund criteria. An application is to be made for 2015-16 funding of this investigation including cost benefit analysis. Targeted completion 31 December 2015		
Status	Partially completed		
Date commenced	May 2014	**Date completed / due for completion**	December 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 6	That the Department of Transport, Planning and Local Infrastructure continues to improve the evaluation of its shared service programs to gain knowledge to share with the sector and inform the development of future programs.		
Acceptance (current)	Accepted		
Action	The completeness of the agreed action has been independently verified by the department's internal auditor and was endorsed by the Risk and Audit Committee for closure in August.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	August 2015

Agency	Department of Environment, Land, Water & Planning		2013–14
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 7	That the Department of Transport, Planning and Local Infrastructure develops better practice guidance and templates to assist councils to plan, implement and manage their own shared service initiatives, including with a focus on likely new areas of shared service activity, such as back office functions.		
Acceptance (current)	Accepted		

Action	This action was completed prior to the machinery of government changes effective 1 January 2015 when Local Government Victoria was part of the former Department of Transport, Planning and Local Infrastructure.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	December 2014

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 8	That the Department of Transport, Planning and Local Infrastructure gathers data on existing shared services in the sector to assess trends, inform the sector and guide the development of future programs, support and guidance.		
Acceptance (current)	Accepted		
Action	This action was completed prior to the machinery of government changes effective 1 January 2015 when Local Government Victoria was part of the former Department of Transport, Planning and Local Infrastructure.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	December 2014

Agency	**Department of Environment, Land, Water & Planning**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 9	That the Department of Transport, Planning and Local Infrastructure reviews the scope for greater sharing of back office functions, including identifying functions most appropriate for shared services, potential cost savings and other benefits, and key barriers and risks.		
Acceptance (current)	Accepted		
Action	This action was completed prior to the machinery of government changes effective 1 January 2015 when Local Government Victoria was part of the former Department of Transport, Planning and Local Infrastructure.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	December 2014

Department of Health & Human Services

Agency	Department of Health & Human Services		2012–13
Audit Report	**Carer Support Programs**		
Date Tabled	15 August 2012		
Recommendation 1	That the Department of Health and the Department of Human Services identify and address gaps in the promotion of carer supports to improve carer awareness of services.		
Acceptance (current)	Partially accepted		
Action	A literature review was undertaken to identify evidence based best practice models for carer support including respite. The publication will be available on the department's website in September 2015. Between 2012 and 30 June 2015 training was provided to 355 kinship carers and 356 kinship staff attended professional development training. The Carers' Action Agenda was launched in October 2014.The agenda sets out the actions that will be taken to ensure careers are supported and recognised. With respect to Services Connect, internal trials will phase out by the 30 Dec 2015. Carers were included in planning and provided with support if they were part of a referred client support plan. They were not a separate cohort of the trial. Note: All Ageing and Aged Care and Mental Health actions previously reported as being completed.		
Status	Substantially completed		
Date commenced	September 2012	Date completed / due for completion	September 2015

Agency	Department of Health & Human Services		2012–13
Audit Report	**Carer Support Programs**		
Date Tabled	15 August 2012		
Recommendation 2	That the Department of Health and the Department of Human Services require consistent carer identification and needs assessment.		
Acceptance (current)	Accepted		
Action	The review of Kinship Carer Assessment is now complete. The department has commenced updating the Supporting people in caring relationships in Victoria information kit. The updated information kit will provide consistent information for department staff including intake and reception staff on identifying carers of people with a disability, and how to meet their needs. With respect to Service Connect, internal trials will phase out by the 30 Dec 2015. Carers were included in planning and provided with support if they were part of a referred client support plan. They were not a separate cohort of the trial. Note: All Ageing and Aged Care, Health Service Programs and Mental Health actions previously reported as being completed.		
Status	Substantially completed		
Date commenced	August 2012	Date completed / due for completion	June 2016

Agency	Department of Health & Human Services	2012–13
Audit Report	**Carer Support Programs**	
Date Tabled	15 August 2012	
Recommendation 3	That the Department of Health and the Department of Human Services improve administration and monitoring of carer brokerage funds.	
Acceptance (current)	Accepted	

Action	Review of Disability Services Flexible Support Guidelines completed.
	A comprehensive review of carer giver reimbursement guidelines is underway and due for completion in January 2016. A budget announcement changing the carer reimbursement rates has resulted in slippage.
	On 1 September 2015 the department commenced a trial of a revised approach that seeks to provide an equitable distribution of funds to support all placements, regardless of care type. The trial will inform the finalisation of the client support funding guidelines across all divisions that will provide a more efficient and effective use of the finite supplementary funding resources.
	Note: All Ageing and Aged Care, Health Service Programs and Mental Health actions previously reported as being completed.
Status	Substantially completed

Date commenced	March 2013	**Date completed / due for completion**	January 2016

Agency	**Department of Health & Human Services**		**2012–13**
Audit Report	**Carer Support Programs**		
Date Tabled	15 August 2012		
Recommendation 4	That the Department of Health and the Department of Human Services monitor and report on timeliness of access to carer supports.		
Acceptance (current)	Partially accepted		
Action	Reform to respite not proceeding due to introduction of NDIS. Department building on the Confident Connected Carers project to ensure people with disability, their families and carers are well prepared for transition to NDIS.		
	CYF - Audit of compliance of community service organisation and child protection's adherence to carer reimbursement business rules completed September 2014.		
	There is an ongoing monitoring process in place to ensure continued compliance.		
	Learnings will also be used to inform the development of the Care Allowance Policy and Procedures, - Foster care, kinship care, permanent care and special needs local adoption.		
	Note: All Ageing and Aged Care, Health Service Programs and Mental Health actions previously reported as being completed.		
Status	Completed		
Date commenced	December 2012	**Date completed / due for completion**	June 2015

Agency	**Department of Health & Human Services**	**2012–13**
Audit Report	**Carer Support Programs**	
Date Tabled	15 August 2012	
Recommendation 5	That the Department of Health and the Department of Human Services develop outcome measures for carer supports and monitor outcomes.	
Acceptance (current)	Partially accepted	
Action	The department has developed an outcomes framework to address the need to gather evidence about outcomes for all clients. This outcomes framework has been developed with extensive consultation, and is currently being tested in two separate trials in 2015 (Services Connect Partnerships and for children and young people in out of home care). The results of this trial are intended to contribute to a refined approach for measuring outcomes, which could be used more broadly across the department and within the full range of programs.	
	Reform to respite not proceeding due to introduction of NDIS.	
	Note: All Ageing and Aged Care, Health Service Programs and Mental Health actions previously reported as being completed.	

Status	Completed		
Date commenced	December 2012	**Date completed / due for completion**	June 2015

Agency	**Department of Health & Human Services**		**2012–13**
Audit Report	**Consumer Participation in the Health System**		
Date Tabled	10 October 2012		
Recommendation 8	That the Department of Health provide meaningful feedback to health services on reported consumer participation activities linked to their overall performance assessment.		
Acceptance (current)	Accepted		
Action	The Victorian Healthcare Experience Survey results are now included in the performance framework of health services.		
Status	Completed		
Date commenced	October 2012	**Date completed / due for completion**	December 2014

Agency	**Department of Health & Human Services**		**2012–13**
Audit Report	**Consumer Participation in the Health System**		
Date Tabled	10 October 2012		
Recommendation 9	That the Department of Health evaluate the impact of Doing it with us not for us: Strategic direction 2010-13.		
Acceptance (current)	Accepted		
Action	The evaluation is complete . The evaluation is informing the development of a new consumer participation policy. Progress of this work is reported under recommendation 10.		
Status	Completed		
Date commenced	October 2012	**Date completed / due for completion**	June 2015

Agency	**Department of Health & Human Services**		**2012–13**
Audit Report	**Consumer Participation in the Health System**		
Date Tabled	10 October 2012		
Recommendation 10	That the Department of Health update its consumer participation policy and guidelines in the context of new national accreditation standards and the Victorian Health Priorities Framework.		
Acceptance (current)	Accepted		
Action	The development of the new Consumer Participation Policy is underway with an issues paper to be released to the sector in October 2015. Delays in policy development relate to the delay in receipt and subsequent acceptance of the external evaluation (the latter relates to change in government and the need for policy development process to align with the new government's priorities). In addition, there has been a need to ensure that the approach aligns with new accreditation standards which are under development.		
Status	Substantially completed		
Date commenced	October 2012	**Date completed / due for completion**	December 2015

Agency	**Department of Health & Human Services**		**2012–13**
Audit Report	**Infection Prevention and Control in Public Hospitals**		

Date Tabled	12 June 2013
Recommendation 4	That the Department of Health accesses required expert advice and uses it to inform future strategy on infection control.
Acceptance (current)	Accepted
Action	The Hospital Acquired Infection advisory committee has been established as a formal sub-committee of the Ministerial Patient Safety Advisory Committee. The first HAI committee meeting was held on 24 November 2014. Membership includes representation from the department, VICNISS Coordinating Centre, MDU Public Health Laboratory, Hand Hygiene Australia, the Australian College of Infection Prevention and Control, the Geelong Centre for Emerging and Infectious Diseases, infectious diseases physicians, infection control practitioners (from both metropolitan and rural health care settings), microbiologists, the private sector and a specialist antimicrobial stewardship pharmacist. The committee meets quarterly to discuss and provide advice on current and emerging infectious disease prevention and control issues, including antimicrobial stewardship, and reports to the department via the Ministerial Patient Safety Advisory Committee.
Status	Completed
Date commenced	June 2013	**Date completed / due for completion**	November 2014

Agency	**Department of Health & Human Services**	**2012–13**
Audit Report	**Infection Prevention and Control in Public Hospitals**	
Date Tabled	12 June 2013	
Recommendation 6	That the Department of Health evaluates the effectiveness of the rural infection control consultant models.	
Acceptance (current)	Accepted	
Action	The department has finalised the project brief and RFQ documentation for the comprehensive state-wide review of rural infection control models. The project brief, RFQ documentation and selection process has been completed. Time and resource required to prepare and scope the work was underestimated causing some slippage. Contractor now engaged and project proceeding well against revised timeline. The appointed contractor (Aspex Consulting) has commenced the project, with the review due for completion by January 2016.	
Status	Partially completed	
Date commenced	June 2013	**Date completed / due for completion**	January 2016

Agency	**Department of Health & Human Services**	**2013–14**
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**	
Date Tabled	29 May 2014	
Recommendation 1	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development develop and report annually on their cultural diversity plans-or equivalent-in consultation with the Office of Multicultural Affairs and Citizenship and the Victorian Multicultural Commission.	
Acceptance (current)	Accepted	
Action	An integrated whole of department Cultural Diversity Plan has been developed for the department. The Plan was endorsed by the Secretary in June 2015 and provided to the Office for Multicultural Affairs and Citizenship. The Plan is designed to focus effort across all parts of the department to achieve equitable and responsive services, building on existing frameworks and plans in health and human services portfolios.	
Status	Completed	
Date commenced	January 2015	**Date completed / due for completion**	June 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**		
Date Tabled	29 May 2014		
Recommendation 2.1	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development include in their reporting of progress on cultural diversity plans explicit reference to how culturally appropriate training for staff has been incorporated into the delivery of services for culturally and linguistically diverse communities.		
Acceptance (current)	Accepted		
Action	The department's Cultural Diversity Plan incorporates a commitment to develop, implement and assess a learning and development plan to build capabilities for cultural responsiveness for staff. In response to the VAGO report recommendation for training, the workshop program Working with Culturally and Linguistically Diverse Clients was developed and successfully piloted. The program aims to: - enhance participant skills and knowledge in effective cross-cultural communication - identify strategies to improve practice with multicultural communities and individuals - increase their knowledge of migrant and refugee experience, including the impact of trauma. The program is now offered as part of the general learning and development calendar for department employees.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	June 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**		
Date Tabled	29 May 2014		
Recommendation 2.2	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development include in their reporting of progress on cultural diversity plans explicit reference to how information/data has been used to increase accessibility of services for culturally and linguistically diverse communities.		
Acceptance (current)	Accepted		
Action	Work on improving data is on-going across these services. In the department, a working group of data system managers is scoping existing gaps and identifying improvements to information collection on service utilisation. Specific actions will be identified over coming months. 23. The newly established Victorian Settlement Planning Outcome Committee will provide a forum through which all three tiers of government, together with relevant non-government stakeholders, will provide coordinated and strategic support on agreed priorities for migrants, refugees and asylum seekers in Victoria. This Committee will provide a mechanism for progressing priority actions for collaboration through a number of Action Groups including one on data. The department is also working through its networks to improve their service delivery data.		
Status	Partially completed		
Date commenced	June 2015	**Date completed / due for completion**	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**		
Date Tabled	29 May 2014		
Recommendation 2.3	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development include in their reporting of progress on cultural diversity plans explicit reference to the effectiveness of service delivery to culturally and linguistically diverse communities as an integral part of program evaluation.		

Acceptance (current)	Accepted		
Action	The Secretary has approved a Cultural Diversity Plan for the department, which has been submitted to OMAC. This recommendation forms part of the on-going implementation, monitoring and reporting on the Plan. The endorsed Plan includes commitment to identify and report on effective delivery.		
Status	Partially completed		
Date commenced	June 2015	Date completed / due for completion	June 2016

Agency	Department of Health & Human Services		2013–14
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 1	That Departments improve data collection and recording processes, including collaborating with other departments, Aboriginal community controlled organisations and other relevant organisations to estimate Aboriginal populations for each service.		
Acceptance (current)	Accepted		
Action	The department: • is continuing current methods for estimating service populations and exploring opportunities through Geographical Information Systems and Regional Profiles. • is reviewing the accuracy and completeness of Aboriginal status data in the Community Health minimum data set. • has engaged the Austin Hospital in a patient identification audit. • is on the Overarching Bilateral Indigenous Plan data reform group which aims to define a common set of Principles for Promoting Indigenous Identification. The Principles will be endorsement by the Secretaries Leadership Group on Aboriginal Affairs. The department's Aboriginal Inclusion Plan, Moondani, contains actions for data collection, reliability and reporting to support Aboriginal service user identification. Data will be presented biannually to the department's Aboriginal Outcomes Committee. The Client Engagement Framework Practice Guide (under development) will support engagement of Aboriginal Victorians in service development, implementation, policy and planning. Moondani provides for the development of an Aboriginal engagement policy.		
Status	Partially completed		
Date commenced	June 2014	Date completed / due for completion	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 2	That Departments as a priority, finalise Aboriginal inclusion action plans and fully apply Victorian Aboriginal Affairs Framework service access criteria in service delivery plans and programs.		
Acceptance (current)	Accepted		

Action	The Koolin Balit Performance Management Framework was recently reviewed. Recommendations made by VAGO informed the review of the Framework. The Koolin Balit Performance Management Framework was recently reviewed. Recommendations made by VAGO informed the review of the Framework. It was concluded that the VAAF service assessment criteria did not appropriately fit within the Framework however the review was mindful of the criteria throughout the re-development of the Framework.
	• Due to Machinery-of-Government changes on 1 January 2015, Moondani, which is inclusive of actions from the former Department of Health, Department of Human Services and Sport & Recreation Inclusion Plans, was launched by the Secretary on 2 June 2015.
	• The department continues to apply the VAAF service access criteria as normal business through the testing of Services Connect.
	• Services Connect Partnerships will have a role in testing the delivery of culturally appropriate service responses through engaging effectively with local Aboriginal organisations.
Status	Completed
Date commenced	June 2014 **Date completed / due for completion** June 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 3	That Departments engage a broad range of Aboriginal people in developing, implementing, monitoring and evaluating plans and programs.	
Acceptance (current)	Accepted	
Action	• Four Koolin Balit evaluations have been commissioned and will be completed by December 2016. Commissioning of the evaluations was behind schedule due to delays with procurement processes. VEAPAH provided input and advice to this process.	
	• Following the establishment of the new department, the Human Services Roundtable was placed on hold while the department reviewed its consultative arrangements with Aboriginal people, particularly in the youth and families portfolio.	
	• The department has commenced work on the review of its engagement structures with Aboriginal people to establish a more rigorous, effective and inclusive arrangement that is consistent with its new charter and gives concreteness to the aim of Aboriginal self–determination. The timelines against this have slipped due to machinery-of-government changes and a departmental review of Aboriginal engagement approaches.	
	• The new department's Aboriginal engagement approach will be co–designed with Aboriginal people and the sector.	
Status	Partially completed	
Date commenced	June 2014 **Date completed / due for completion** December 2016	

Agency	Department of Health & Human Services	2013–14
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 4	That Departments identify and pursue opportunities to collaborate, cooperate and share data with government agencies responsible for mainstream service delivery and with service providers.	
Acceptance (current)	Accepted	

Action	• The department continues to progress this as a priority. Some slippage occurred due to departmental restructures across government.
	The Aboriginal Health Evidence and Evaluation Working Group continues to identify, assess and pursue data sharing opportunities as per its current workplan.
	• Actions in Moondani relate to improvements in data collection, reliability and reporting to support identification of Aboriginal service users and data exchange across government and service providers.
	The department has provided population and service system data to the eight Children and Youth Area Partnership launch sites (established in 2014) including previously unpublished government data sets that provide local contextual information to assist strategic planning and priority setting. The department is also working to improve sharing client information between service providers to improve service outcomes.
	Area Partnership sites have commenced engagement with local Aboriginal communities, Aboriginal controlled organisations and key local Aboriginal area based structures to explore how to engage with Area Partnerships.
Status	Partially completed
Date commenced	June 2014	Date completed / due for completion	December 2016

Agency	Department of Health & Human Services	2013–14
Audit Report	Accessibility of Mainstream Services for Aboriginal Victorians	
Date Tabled	29 May 2014	
Recommendation 5	That Departments routinely evaluate plans and programs to determine whether access is increasing and outcomes are improving, and to identify where improvements are needed.	
Acceptance (current)	Accepted	
Action	• The Koolin Balit Evaluation Plan includes evaluations of the Koolin Balit State-wide and Regional Actions Plans as part of the Koolin Balit investment. The evaluations are due to be completed by December 2016.	
	• The Aboriginal Health Evidence and Evaluation Working group continues to advise on the Koolin Balit Evaluation Plan. The Victorian Aboriginal Expert Advisory Group provided input in to the evaluation plan.	
	• The department's Executive Aboriginal Outcomes Committee will monitor the implementation of Moondani and report to the Board biannually.	
	• Divisions will monitor and report on their Aboriginal action plans and relevant Moondani actions.	
	• The department will report on the progress of Moondani to the Secretaries Leadership Group on Aboriginal Affairs biannually.	
Status	Substantially completed	
Date commenced	June 2014	Date completed / due for completion	December 2016

Agency	Department of Health & Human Services	2013–14
Audit Report	Accessibility of Mainstream Services for Aboriginal Victorians	
Date Tabled	29 May 2014	
Recommendation 6	That Departments develop internal and external reporting regimes that provide comprehensive and informative data on the progress and outcomes of departmental plans and programs.	
Acceptance (current)	Accepted	

Action	• The Performance Management Framework has been reviewed and is now operational. The scope of the Framework has been expanded to cover performance monitoring arrangements for: directly-funded activities under the Koolin Balit Funding Implementation Plan; recurrently-funded Aboriginal health programs; and mainstream programs and services' roles in Aboriginal health.
	• In April 2015, the reporting against the new BP3 performance measure was completed. The expected outcome for 2014–15 is 23 per 1,000 for Aboriginal admissions for Ambulatory Care Sensitive conditions. This is lower than the target of 30.9 per thousand.
	• The Human Services Aboriginal Strategic Framework concluded in June 2015 and the department is considering a future iteration inclusive of health-related portfolios.
	• The department will report data to OAAV for inclusion in the VAAF annual report as well and support the identification of gaps in data. Moondani has actions to improve data collection, reliability and reporting.
Status	Completed		
Date commenced	June 2014	Date completed / due for completion	August 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**	
Date Tabled	30 October 2013	
Recommendation 1	That the Department of Health develop a comprehensive strategic plan for the ongoing development of electronic medical record or clinical ICT systems across the Victorian public health sector.	
Acceptance (current)	Accepted	
Action	The department, in consultation with stakeholders has developed the State-wide Health ICT Strategic Framework to guide ICT investment across the health sector. The Framework identified a number of priority initiatives of which the deployment of electronic medical record and clinical information systems is one. From October 2014 the Framework is available to be used by health services to inform local ICT strategic plans.	
	Government endorsed the Framework in September 2014. It is available publicly on the department's website.	
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	September 2014

Agency	Department of Health & Human Services	2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**	
Date Tabled	30 October 2013	
Recommendation 2.1	That the Department of Health conduct a review of its procurement, contract management and financial oversight practices for major ICT projects so that it can more effectively align functionality and usability of selected products with end user needs	
Acceptance (current)	Accepted	
Action	The department has undertaken a strategic review of its procurement processes, including contract management processes. However, under the devolved governance model that operates within Victoria, health services and their Boards have direct responsibility for these matters.	
	The State-wide Health ICT Strategic Framework includes project assurance and project registry requirements to enhance oversight of major ICT projects as the appropriate approach aligned to the devolved governance model.	
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 2.2	That the Department of Health conduct a review of its procurement, contract management and financial oversight practices for major ICT projects so that it can more effectively manage the timeliness and quality of vendor performance		
Acceptance (current)	Accepted		
Action	The department has undertaken a strategic review of its procurement processes, including contract management processes. However, under the devolved governance model that operates within Victoria, health services and their Boards have direct responsibility for these matters. The State-wide Health ICT Strategic Framework includes project assurance and project registry requirements to enhance oversight of major ICT projects as the appropriate approach aligned to the devolved governance model.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 2.3	That the Department of Health conduct a review of its procurement, contract management and financial oversight practices for major ICT projects so that it can more effectively monitor expenditure against achievement of deliverables and functionality, and approved budgets		
Acceptance (current)	Accepted		
Action	The department has undertaken a strategic review of its procurement processes, including contract management processes. However, under the devolved governance model that operates within Victoria, health services and their Boards have direct responsibility for these matters. The State-wide Health ICT Strategic Framework includes project assurance and project registry requirements to enhance oversight of major ICT projects as the appropriate approach aligned to the devolved governance model.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 2.4	That the Department of Health conduct a review of its procurement, contract management and financial oversight practices for major ICT projects so that it can more effectively embed benefits realisation and evaluation into the project life cycle		
Acceptance (current)	Accepted		
Action	The department has undertaken a strategic review of its procurement processes, including contract management processes. However, under the devolved governance model that operates within Victoria, health services and their Boards have direct responsibility for these matters. The State-wide Health ICT Strategic Framework includes project assurance and project registry requirements to enhance oversight of major ICT projects as the appropriate approach aligned to the devolved governance model.		

Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	June 2014

Agency	**Department of Health & Human Services**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 3	That the Department of Health establish guidelines so that government-approved budgets, scope and schedules are followed and that any exceptions or revisions are documented and presented back to government for appropriate consideration.		
Acceptance (current)	Accepted		
Action	These activities are undertaken by the department for capital funded projects, such as the new Bendigo Hospital, which has an element of the total capital budget allocated to an electronic medical record (EMR) application. Currently, there is only one capitally funded ICT project (RCH EMR project), which is oversighted by a project assurance board with representation form DTF and the Chief Technology Advocate. This project is also classified as high vale/high risk under the DTF framework.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	April 2014

Agency	**Department of Health & Human Services**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.		
Acceptance (current)	Accepted		
Action	Business cases under development by health services for EMRs/clinical systems follow DTF guidelines.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2013

Agency	**Department of Health & Human Services**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.		
Acceptance (current)	Accepted		
Action	This is clearly articulated in the State-wide Health ICT Strategic Framework referred to in Recommendation 2 above and endorsed in September 2014.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	September 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.		
Acceptance (current)	Partially accepted		
Action	A collaborative environment has been established and supported for CIOs and CxIOs. Support for the VHCIO secretariat has been provided. Department staff lecture at Melbourne University in a course relevant to developing skills. The department continues to work with health agencies on the issue of clinical system/electronic medical record (EMR) deployment. Particular areas of importance stressed with agencies include the requirement for a chief architect, health informaticians, CMIOs/CNIOs/CCIOs. Attention is also paid to sharing the experiences of previous deployments/implementations. The department remains committed to assisting health services in these endeavours while recognising that the responsibility for these activities resides with the health service.		
Status	Completed		
Date commenced	January 2015	**Date completed / due for completion**	April 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 7	That the Department of Health conduct a comprehensive and standards-based assessment of clinical ICT system functionalities across the Victorian public health sector.		
Acceptance (current)	Accepted		
Action	The department collaborated with health services and completed a survey to which there was an 80 per cent response rate. The survey is available to health services via the collaborative site. Health services are expected to update their assessment through updates in their ICT strategic plans.		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	July 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 13	That the Department of Health comprehensively review and publicly report on the costs and benefits of the HealthSMART clinical ICT system program.		
Acceptance (current)	Accepted		
Action	A Gate 6 review (benefits review) was undertaken in June 2015. Documentation provided to the Gate 6 review included cost/benefits assessments detailed from Austin Health, Eastern Health and Peninsula Health on the deployment of the Clinical System.		
Status	Completed		
Date commenced	June 2015	**Date completed / due for completion**	June 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**	

Date Tabled	30 October 2013		
Recommendation 14	That the Department of Health seek a Gateway program review of the HealthSMART clinical ICT system rollout to understand what value for money and other outcomes have been achieved since 2003.		
Acceptance (current)	Accepted		
Action	A Gate 6 (benefits review) was undertaken in June 2015.		
Status	Completed		
Date commenced	June 2015	**Date completed / due for completion**	June 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 15	That the Department of Health identify options for health services to effectively and appropriately share relevant patient information by developing a secure data exchange or messaging network.		
Acceptance (current)	Accepted		
Action	As part of the central programme of work, the department has provided a secure data network (HealthNET) and secure messaging.		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	September 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Implementation of the Strengthening Community Organisations Action Plan**		
Date Tabled	16 October 2013		
Recommendation 1	The Office for the Community Sector should apply the lessons learned in implementing The Victorian Government's Action Plan: Strengthening Community Organisations to its ongoing activities and any future programs by developing implementation plans that comprehensively address objectives and outcomes, roles and responsibilities, time frames and resourcing.		
Acceptance (current)	Accepted		
Action	Following a Clause 10 process in October 2014 the Office for the Community Sector was replaced with the Centre for Community Services System Development (CCSSD) within the department. A revised set of priorities was established in early 2015. Recently a more systemic response to the VAGO recommendations has been implemented which will enable a more robust monitoring of the priorities in the Action Plan. An Annual Work Plan has been developed, with objectives, outcomes, roles and responsibilities, timeframes and resourcing identified for each priority project. Each priority project will have a Project Brief with an implementation plan including performance monitoring and reporting measures, risks and an evaluation plan. Project Briefs for the key priority projects have been developed.		
Status	Substantially completed		
Date commenced	July 2015	**Date completed / due for completion**	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Implementation of the Strengthening Community Organisations Action Plan**		
Date Tabled	16 October 2013		

Recommendation 2	The Office for the Community Sector should apply the lessons learned in implementing The Victorian Government's Action Plan: Strengthening Community Organisations to its ongoing activities and any future programs by developing a robust monitoring, evaluation and reporting framework supported by relevant and appropriate performance measures and targets.		
Acceptance (current)	Accepted		
Action	CCSSD will work with the department's Evaluation Unit to tailor an Evaluation Framework to CCSSD Work Plan activities. This will include principles and key elements of a good practice evaluation and, will incorporate the tailoring of evaluation plans to the purpose for which the evaluation will be used, the intended audience and the scale and significance of the activities.		
Status	Partially completed		
Date commenced	July 2015	Date completed / due for completion	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Implementation of the Strengthening Community Organisations Action Plan**		
Date Tabled	16 October 2013		
Recommendation 3	The Office for the Community Sector should apply the lessons learned in implementing The Victorian Government's Action Plan: Strengthening Community Organisations to its ongoing activities and any future programs by undertaking evaluations at the conclusion of programs with a focus on demonstrating the achievement of objectives and outcomes.		
Acceptance (current)	Accepted		
Action	CCSSD will work with the department's Evaluation Unit to tailor an Evaluation Framework to CCSSD Work Plan activities. This will include principles and key elements of a good practice evaluation and, will incorporate the tailoring of evaluation plans to the purpose for which the evaluation will be used, the intended audience and the scale and significance of the activities.		
Status	Partially completed		
Date commenced	July 2015	Date completed / due for completion	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Implementation of the Strengthening Community Organisations Action Plan**		
Date Tabled	16 October 2013		
Recommendation 4	The Office for the Community Sector should apply the lessons learned in implementing The Victorian Government's Action Plan: Strengthening Community Organisations to its ongoing activities and any future programs by developing and applying a sound risk management framework that clearly documents how identified risks will be assessed, prioritised and managed.		
Acceptance (current)	Accepted		
Action	Each priority project will have a risk management plan based on the department's Enterprise Wide Risk Management Guide. The key risks will be included in the department's Management Implementation Plan. Project Risk Management Plans will be developed by quarter two of 2015/16.		
Status	Partially completed		
Date commenced	July 2015	Date completed / due for completion	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		

Recommendation 1	Public sector agencies should establish agency-wide oversight of fixed voice and mobile usage and expenditure.		
Acceptance (current)	Accepted		
Action	VAGO noted the department's agency-wide monitoring of spend on mobile services is good practice. The department has the capability to do Executive Reporting for mobiles.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 2	Public sector agencies should develop clear guidance on the allocation and use of mobile phones.		
Acceptance (current)	Accepted		
Action	A device selection guide is now available. The order process now includes staff acceptance of the usage policy.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 3	Public sector agencies should establish consistent, agency-wide controls for effectively managing expenditure.		
Acceptance (current)	Accepted		
Action	The department centrally manages usage and expenditure and that this role supports the consistent application of expenditure controls.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	September 2013

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 4	Public sector agencies should review thresholds for allowable personal usage, and implement time frames for recovering associated costs.		
Acceptance (current)	Accepted		
Action	This is currently discretionary to the Manager based on the staff role and associated phone usage and requirements. Benchmark reporting is currently supplied to financial delegates for guidance. The notification system was updated in October 2014 to reinforce the existing policy to delegates.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	October 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 5	Public sector agencies should promptly adopt variations to the whole-of-government agreements to optimise savings.		
Acceptance (current)	Accepted		
Action	The process for processing variations has been documented and other staff have been trained to ensure variations are adopted quickly.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 6	Public sector agencies should systematically verify the accuracy of fixed voice and mobile invoices.		
Acceptance (current)	Accepted		
Action	The department is meeting with NEC every six months to undertake half-yearly reviews.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 7	Public sector agencies should regularly monitor fixed voice and mobile usage and cancel unused services.		
Acceptance (current)	Accepted		
Action	Roll out of the central practices across the organisation is in progress, and the cancellation of unused services is linked to a larger department-wide initiative to streamline staff offboarding/exit processes.		
Status	Partially completed		
Date commenced	September 2013	**Date completed / due for completion**	June 2016

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 8	Public sector agencies should regularly monitor data usage and actively manage data plans to optimise value.		
Acceptance (current)	Accepted		
Action	VAGO noted that the department has effective processes for minimising mobile data usage costs, including actively monitoring usage patterns and consolidating accounts; and ongoing monitoring and corrective action for excessive data usage. The department will continue to maintain current practices.		

Status	Completed		
Date commenced	September 2013	Date completed / due for completion	September 2013

Agency	Department of Health & Human Services		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 9	Public sector agencies should actively enforce compliance with policies on personal usage.		
Acceptance (current)	Accepted		
Action	Usage exceeding the agreed monthly benchmark triggers an email to the manager with an itemised breakdown of calls. The compliance processes for personal usage reimbursement have been reviewed and the current process of enforcement by local management is considered the most effective.		
Status	Completed		
Date commenced	September 2013	Date completed / due for completion	June 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**		
Date Tabled	28 November 2013		
Recommendation 1	That public hospitals and health services give higher priority to, and ensure accountability for, the management of occupational health and safety.		
Acceptance (current)	Accepted		
Action	Departmental representation at monthly Executive OHS (Occupational Health & Safety) Meeting (Metro & Regional Health) to provide updates and guidance on implementation of VAGO recommendations for OHS managers, as required. The WorkHealth Improvement Network in selected public hospitals is auspiced by the Victorian WorkCover Authority in collaboration with the department. The agreement for the provision of the WorkHealth Improvement Network Program in public hospitals, with the Department fulfilling the role of Network Chair, was executed in January 2015. The project will run for 18 months. Victorian Managed Insurance Authority is running risk management workshops for board directors. An OHS strategy has been developed as an element of risk management within the training content. A schedule has been developed to continue this training in 2015 across all regions.		
Status	Partially completed		
Date commenced	January 2014	Date completed / due for completion	April 2016

Agency	Department of Health & Human Services		2013–14
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**		
Date Tabled	28 November 2013		
Recommendation 2.1	That the Department of Health requires public hospitals and health services to annually assure it that they manage occupational health and safety through a systematic approach in accordance with relevant legislation and standards		
Acceptance (current)	Accepted		

Action	The Statement of Priorities encourages health services to develop a system that is responsive to people's needs. An element of this is to implement an organisation-wide policy for responding to clinical and non-clinical violence and aggression by patients, staff and visitors (including code grey) that aligns with department guidance.
	A working group of OHS managers and Risk Management has been established to scope a separate OHS module for use in health services. A separate OHS module to be rolled out as part of comprehensive Victorian Health Incident Management System improvements in 2015 – 2016. A funding agreement has been signed with the vendor to undertake this work in 2015-16.
	Collaboration is underway with Worksafe to deliver VHIMS2 OHS data to the Institute for Safety Compensation and Recovery Research for analysis and reporting to health services.
Status	Partially completed
Date commenced	March 2014	Date completed / due for completion	September 2016

Agency	Department of Health & Human Services	2013–14
Audit Report	Occupational Health and Safety Risk in Public Hospitals	
Date Tabled	28 November 2013	
Recommendation 2.2	That the Department of Health requires public hospitals and health services to annually assure it that they provide workers with the highest level of protection against risks to their health and safety that is reasonably practicable in the circumstances	
Acceptance (current)	Accepted	
Action	A working group of OHS managers and Risk Management has been established to scope a separate OHS module for use in health services. A separate OHS module to be rolled out as part of comprehensive Victorian Health Incident Management System improvements in 2015 – 2016. A funding agreement has been signed with the vendor to undertake this work in 2015-16.	
	Collaboration underway with Worksafe to deliver VHIMS2 OHS data to the Institute for Safety Compensation and Recovery Research for analysis and reporting to health services.	
	Under the High-performing health services Victorian health service performance monitoring framework 2014–15, the existence of demonstrated performance deficits in occupational health and safety is considered a risk factor when determining the level of monitoring of health services, and is managed as such.	
Status	Partially completed	
Date commenced	March 2014	Date completed / due for completion	September 2016

Agency	Department of Health & Human Services	2013–14
Audit Report	Occupational Health and Safety Risk in Public Hospitals	
Date Tabled	28 November 2013	
Recommendation 4	That public hospitals and health services implement a systematic and integrated approach to occupational health and safety that complies with the Australian Standard on occupational health and safety management systems, AS/NZS 4801:2001, or an equivalent standard.	
Acceptance (current)	Accepted	
Action	The Statement of Priorities now contains, under Accountability and Funding Requirements, a requirement that health services adopt relevant standards for particular programs which have been adopted e.g.: AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard.	
Status	Completed	
Date commenced	January 2014	Date completed / due for completion	July 2014

Agency	Department of Health & Human Services		2013–14
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**		
Date Tabled	28 November 2013		
Recommendation 7	That the Department of Health and WorkSafe collaborate to assist public hospitals and health services to control the highest occupational health and safety risks.		
Acceptance (current)	Accepted		
Action	The Victorian WorkCover Authority has established a Network of public hospitals chaired by the department, to lead improvements in key areas relevant to the VAGO recommendations – targeting MSDs, mental wellbeing and safety culture in public hospitals, testing the integration of occupational health, safety and injury prevention with health promotion to improve the health and safety of workers. The Network Chair will use action learning and quality improvement to test ideas and regularly share and apply learnings, enabling the real-time identification of high value practices and rapid sharing and application of these across the network and broader health industry. The department has established a governance group to continue to work collaboratively on identification and resolution of highest risks. This group has representation from the department, Worksafe, Victorian Managed Insurance Authority, Victorian Public Sector Commission, Health Services, and Unions. The group met for the first time in May 2015.		
Status	Substantially completed		
Date commenced	January 2015	**Date completed / due for completion**	December 2015

Agency	Department of Health & Human Services		2013–14
Audit Report	**Residential Care Services for Children**		
Date Tabled	26 March 2014		
Recommendation 1	That the Department of Human Services establishes alternative affordable models of care with sufficient flexibility to cater for the varying and complex needs of children.		
Acceptance (current)	Accepted		
Action	Note that Out-of-home care: a five year plan was released under the previous government and is no longer policy. The Government policy position will focus on the prevention of children entering residential care and other quality related initiatives. Options related to this revised policy are currently under review by the Minister for Families and Children. Targeted Care Packages commenced in April 2015 and are purposed with moving children and young people out of residential care and into alternative placement arrangements. They contain a number of flexible supports which address support needs. On average packages are designed to cost less than a residential care placement while providing better outcomes for the child in care. The department has contracted the development of a contained therapeutic model of care for complex children and young people in care. Initial analysis will be completed in 2015–16 with the next steps determined based on that analysis.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**Residential Care Services for Children**	
Date Tabled	26 March 2014	

Recommendation 2	That the Department of Human Services actively promotes to children in residential care the processes for making a complaint and investigates the feasibility of establishing an independent advocacy role to support children in residential care.		
Acceptance (current)	Accepted		
Action	Note that Out-of-home care: a five year plan was released under the previous government and is no longer policy. The department has commenced a project to promote its complaints process to residential care staff. DVDs and booklets explaining the Charter for Children in Out-of-Home Care were also distributed to residential care units. Co-designing and testing methods to promote awareness with children, young people and sector representatives is underway. A computer-assisted self-interviewing tool was implemented for the 2015 National Survey of Children and Young People in Out-of-Home Care. The department will evaluate effectiveness of the tool and explore further opportunities for its use by December 2015. The feasibility of establishing an independent advocacy role will be informed by the evaluation of the Children and Young People Independent Visitor Program which commenced in August 2015.		
Status	Substantially completed		
Date commenced	July 2014	**Date completed / due for completion**	December 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**Residential Care Services for Children**	
Date Tabled	26 March 2014	
Recommendation 3	That the Department of Human Services develops performance measures for delivery of residential care services for children to meet legislative requirements and outcomes for children.	
Acceptance (current)	Accepted	
Action	Note that Out-of-home care: a five year plan was released under the previous government and is no longer policy. The department has undertaken consultation to develop an outcomes framework for children and young people in care. The outcomes framework will provide rigorous information to effectively measure whether services provided are making a difference to children and young people in care. The data will provide an evidence base that demonstrates: real impact of services across all placement types; enable analysis across cohorts; measure individual and collective impact; and build a case for further investment. The tracking of outcomes will enable service providers and government to better understand the effectiveness of programs which will drive service improvements. Procurement of an external provider to develop an online tool to enable outcomes tracking has been completed. It is anticipated that the full scale roll-out of outcomes tracking across Victoria will commence by early 2016.	
Status	Partially completed	
Date commenced	July 2014	**Date completed / due for completion** December 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**Residential Care Services for Children**	
Date Tabled	26 March 2014	
Recommendation 4	That the Department of Human Services ensures that residential care staff have the necessary skills, qualifications, training and support to work effectively with children and their families.	
Acceptance (current)	Accepted	

Action	The government committed $3 million to enhance the skills and capabilities of residential care staff through strengthened professional development, coaching and support. Work completed to date: (i) An update of the 2012 residential care workforce census. Included online focus groups with workers to ascertain their views on required residential care skills. (ii) Audit of position descriptions used to employ residential care staff. In progress: (iii) Focus groups seeking feedback from children and young people in residential care on skills required of workers caring for them (on hold). (iv) Literature review outlining current national and international evidence on the relationship between service quality and competencies. A contractor was engaged to provide strategic input for development of a capability framework for residential care staff. Input was finalised in April 2015 and will be utilised in further project stages. Next steps include the development of the capability framework and further stakeholder consultation.		
Status	Partially completed		
Date commenced	April 2014	**Date completed / due for completion**	June 2016

Agency	**Department of Health & Human Services**		**2013–14**
Audit Report	**Residential Care Services for Children**		
Date Tabled	26 March 2014		
Recommendation 5	That the Department of Human Services identifies systems and processes for collecting and analysing information which better meet the department's compliance, assurance and reporting needs.		
Acceptance (current)	Accepted		
Action	The department is currently undertaking work to develop and implement a new client incident reporting system. As part of this work, the department is considering options for an information and technology solution that will support the new system. Both Qlikview and Service delivery tracking have been implemented, providing high level analytic capability for human services operations. They are routinely used to monitor performance across the department and funded agencies. Procurement of an external provider to develop an online tool to enable outcomes tracking is underway. The measurement of outcomes via this tool will be piloted with six community sector organisations. This sample will provide information to assess the effectiveness of the outcomes framework (in terms of measurement) and identify efficiencies in the data collection process. The pilot is expected to be completed in September 2015. Full scale roll-out of outcomes tracking across Victoria is expected to commence by December 2015.		
Status	Partially completed		
Date commenced	January 2014	**Date completed / due for completion**	December 2016

Agency	**Department of Health & Human Services**		**2013–14**
Audit Report	**Residential Care Services for Children**		
Date Tabled	26 March 2014		
Recommendation 6	That the Department of Human Services reviews existing demand forecasting approaches and develops plans for the capacity that is actually required.		
Acceptance (current)	Accepted		

Action	Deloitte Access Economics produced a framework for the Integrated Strategy and Financial Plan, and delivered a 'proof of concept' child protection demand model.		
	The department has also developed a number of models to examine child protection and out-of-home care demand:		
	• Child protection demand driver model - identified four factors influencing child protection demand and informed understanding of client movement between child protection, child first and family services.		
	• Forecast out-of-home care daily occupancies by care type - informed departmental discussions with DTF and the preparation of budget bids.		
	• Child protection reports and clients forecasts - provided input into FTE modelling.		
	• Child protection caseloads and basic capacity model - used in reporting to inform about capacity to manage cases and performance trending.		
	• Child protection FTE model - established the need for an extra 85 FTE to meet child protection demand. Funding for the FTE was approved.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	December 2014

Agency	Department of Health & Human Services	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.	
Acceptance (current)	Rejected	
Action	As of 30 June 2015, this item is now obsolete.	
	The Office of the Commissioner for Privacy and Data Protection (PDPC) was established by the Privacy and Data Protection Act 2014 (Vic) in September 2014	
	Reporting requirements have now changed and the department will report to the PDPC when the PDPC issue the new reporting standards. The department has responded to DSDBI/DPC revised reporting requirements.	
Status	-	
Date commenced		Date completed / due for completion	

Agency	Department of Health & Human Services	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.	
Acceptance (current)	Rejected	
Action	As of 30 June 2015, this item is now obsolete.	
	The Office of the Commissioner for Privacy and Data Protection (PDPC) was established by the Privacy and Data Protection Act 2014 (Vic) in September 2014	
	Reporting requirements have now changed and the department will report to the PDPC when the PDPC issue the new reporting standards. The department has responded to DSDBI/DPC revised reporting requirements.	
Status	-	
Date commenced		Date completed / due for completion	

Agency	Department of Health & Human Services	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.	
Acceptance (current)	Accepted	
Action	The department is waiting for the Department of Premier & Cabinet to complete the new arrangements with Asia-Pacific Network Internet Centre and will then update the relevant contact information.	
Status	-	
Date commenced		**Date completed / due for completion**	

Agency	Department of Health & Human Services	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.	
Acceptance (current)	Partially accepted	
Action	By the conclusion of the 2015-16 financial year the department's Information Security Framework and Policies (including the patching strategy) will be updated to require compliance with the Australian Signals Directorate Top 4 The department will chair a regular security forum with CenITex and its customers to address security concerns.	
Status	Partially completed	
Date commenced	August 2015	**Date completed / due for completion**	June 2016

Agency	Department of Health & Human Services	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.	
Acceptance (current)	Accepted	
Action	The department's refreshed Identity and Access Management (IDAM) framework, policy and procedures were approved in June 2015 which include the management and allocation of passwords to third party service providers. The IDAM Framework is compliant with all relevant WOVG and Federal Government requirements. These new policy requirements will be communicated to all staff and third party service providers.	
Status	Partially completed	
Date commenced	November 2013	**Date completed / due for completion**	December 2015

Agency	Department of Health & Human Services	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.	

Acceptance (current)	Accepted		
Action	By the conclusion of the 2015-16 financial year the department's Information Security Framework and Policies (including the patching strategy) will be updated to require compliance with the Australian Signals Directorate Top 4 Strategies and Patching Guidelines. The department will chair a regular security forum with CenITex and its customers to address security concerns.		
Status	Partially completed		
Date commenced	August 2015	Date completed / due for completion	June 2016

Department of Justice & Regulation

Agency	Department of Justice & Regulation		2012–13
Audit Report	**Flood Relief and Recovery**		
Date Tabled	26 June 2013		
Recommendation 4	The Department of Premier & Cabinet should develop clear guidelines for departments in designing community disaster relief and recovery programs.		
Acceptance (current)	Accepted		
Action	Emergency Management Victoria is developing a suite of guidelines and principles for designing community disaster relief and recovery as part of the new relief and recovery model.		
Status	Substantially completed		
Date commenced	January 2015	Date completed / due for completion	June 2016

Agency	Department of Justice & Regulation		2012–13
Audit Report	**Flood Relief and Recovery**		
Date Tabled	26 June 2013		
Recommendation 7.1	The Department of Premier & Cabinet should lead the development of an evaluation framework, based on work undertaken to date by the Department of Human Services, to be used in assessing the impact of relief and recovery programs in the recent floods and in future disaster events		
Acceptance (current)	Accepted		
Action	Emergency Management Victorian is developing an evaluation framework as part of the new relief and recovery model. This framework is drawing on the National Monitoring and Evaluation Framework and will be used for future events. Furthermore, an independent evaluation of the coordination of the 2010-11 flood events was undertaken and a report was provided to government in July 2014. Learnings from this evaluation will inform the development of the evaluation framework.		
Status	Substantially completed		
Date commenced	January 2015	Date completed / due for completion	June 2016

Agency	Department of Justice & Regulation		2012–13
Audit Report	**Flood Relief and Recovery**		
Date Tabled	26 June 2013		
Recommendation 7.2	The Department of Premier & Cabinet should lead an evaluation of the impact of relief and recovery programs in the recent floods, using this framework		
Acceptance (current)	Accepted		

Action	Emergency Management Victorian is developing an evaluation framework as part of the new relief and recovery model. This framework is drawing on the National Monitoring and Evaluation Framework and will be used for future events. Furthermore, an independent evaluation of the coordination of the 2010-11 flood events was undertaken and a report was provided to government in July 2014. Learnings from this evaluation will inform the development of the evaluation framework.		
Status	Substantially completed		
Date commenced	January 2015	Date completed / due for completion	June 2016

Agency	Department of Justice & Regulation		2012–13
Audit Report	**Flood Relief and Recovery**		
Date Tabled	26 June 2013		
Recommendation 1	The Department of Justice should review the current model for rapid impact assessment to improve the quality of the information collected.		
Acceptance (current)	Accepted		
Action	The department will facilitate a debrief of the 'initial impact assessment' for the 2013/14 summer season by May 2014. Results of the debrief will feed into the overall review of initial impact assessment to be conducted as part of the Interim Strategic Action Plan 2014–15 by June 2015.		
Status	Completed		
Date commenced	May 2014	Date completed / due for completion	May 2015

Agency	Department of Justice & Regulation		2012–13
Audit Report	**Prison Capacity Planning**		
Date Tabled	28 November 2012		
Recommendation 2	Corrections Victoria should update and improve the primary model in areas such as the use of demographic data, and the way in which stakeholder-provided information is quantified.		
Acceptance (current)	Accepted		
Action	The most recent Australian Bureau of Statistics or Victoria in Future population projections are used in the model and Corrections Victoria (CV) is working closely with other Justice portfolio agencies to enhance the quantification of these inputs (per the Criminal Justice Forecasting Model).		
Status	Completed		
Date commenced	April 2014	Date completed / due for completion	October 2014

Agency	Department of Justice & Regulation		2012–13
Audit Report	**Prison Capacity Planning**		
Date Tabled	28 November 2012		
Recommendation 3	Corrections Victoria should conduct regular external reviews of the primary forecasting model.		
Acceptance (current)	Accepted		
Action	Corrections Victoria is working closely with other jurisdictions to monitor correctional forecasting developments and opportunities, and will seek an independent external review of its primary model every five years, or after 1-2 years after any substantive changes to be the model or process for generating projections.		

Status	Completed		
Date commenced	August 2013	**Date completed / due for completion**	October 2014

Agency	**Department of Justice & Regulation**		**2012–13**
Audit Report	**Prison Capacity Planning**		
Date Tabled	28 November 2012		
Recommendation 5	Corrections Victoria should develop a new forecasting model based on contemporary practice, and then establish a consolidated multi-forecast system that incorporates the outputs from all the models.		
Acceptance (current)	Accepted		
Action	While there may be benefit in developing a new statistical model for forecasting prisoner numbers, budgetary constraints present challenges to implementing this recommendation. The department will prepare a business case to enable the government to consider the costs and benefits of developing a new statistical model. Based on the conclusion of the Australian Institute of Criminology review of current forecasting models and options for a new model (which found that the existing models were robust), no new model is required at this stage. Corrections Victoria will investigate whether the Queensland model would provide more useful outputs for bed capacity planning purposes.		
Status	Completed		
Date commenced	April 2014	**Date completed / due for completion**	October 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 1	The Asset Confiscation Scheme Executive Management Group should develop a performance framework linked to the objectives of the Asset Confiscation Scheme that includes relevant and appropriate indicators that enable reported performance to be a fair representation of actual performance.		
Acceptance (current)	Accepted		
Action	Addressing this recommendation forms part of the ACS Governance Project. The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 2	The Asset Confiscation Scheme Executive Management Group should identify and document actions required to improve the effectiveness and efficiency of the Asset Confiscation Scheme, including previously identified issues.		
Acceptance (current)	Accepted		

Action	Addressing this recommendation forms part of the ACS Governance Project.
	The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.
Status	Completed
Date commenced	June 2013	Date completed / due for completion	August 2013

Agency	Department of Justice & Regulation	2013–14
Audit Report	**Asset Confiscation Scheme**	
Date Tabled	04 September 2013	
Recommendation 3	The Asset Confiscation Scheme Executive Management Group should develop an implementation plan that details the actions, accountability, time frames, resources, implementation risks and monitoring arrangements for these actions.	
Acceptance (current)	Accepted	
Action	Addressing this recommendation forms part of the ACS Governance Project.	
	The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.	
Status	Substantially completed	
Date commenced	March 2014	Date completed / due for completion	December 2015

Agency	Department of Justice & Regulation	2013–14
Audit Report	**Asset Confiscation Scheme**	
Date Tabled	04 September 2013	
Recommendation 8	The Department of Justice should improve the current performance framework of the Asset Confiscation Operations unit to better enable the Department of Justice's management to assess its performance.	
Acceptance (current)	Accepted	
Action	Addressing this recommendation forms part of the ACS Governance Project.	
	The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.	
Status	Substantially completed	
Date commenced	March 2014	Date completed / due for completion	December 2015

Agency	Department of Justice & Regulation	2013–14
Audit Report	**Asset Confiscation Scheme**	
Date Tabled	04 September 2013	
Recommendation 9	The Asset Confiscation Scheme Executive Management Group should clarify and confirm the objectives of the Asset Confiscation Scheme.	

Acceptance (current)	Accepted		
Action	Addressing this recommendation forms part of the ACS Governance Project. The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015
Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 10	The Asset Confiscation Scheme Executive Management Group should update the terms of reference for the Asset Confiscation Scheme Executive Management Group and Confiscation Operations Committee, and schedule routine reviews so that they remain current.		
Acceptance (current)	Accepted		
Action	Addressing this recommendation forms part of the ACS Governance Project. The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 11	The Asset Confiscation Scheme Executive Management Group should clarify and confirm the Asset Confiscation Scheme governance arrangements, including leadership, accountability, roles and responsibilities, and issue resolution mechanisms.		
Acceptance (current)	Accepted		
Action	Addressing this recommendation forms part of the ACS Governance Project. The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.		
Status	Substantially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		

Recommendation 12	The Asset Confiscation Scheme Executive Management Group should undertake a risk assessment for the Asset Confiscation Scheme, including the risks associated with working in a joined-up arrangement.		
Acceptance (current)	Accepted		
Action	The governance and operational risks associated with the Scheme have been considered at both the Executive Group level and Operations Committee level. The stakeholder agencies will progress this work and mitigate against these risks in the Operations Committee.		
Status	Substantially completed		
Date commenced	March 2014	Date completed / due for completion	December 2015

Agency	Department of Justice & Regulation		2013–14
Audit Report	Asset Confiscation Scheme		
Date Tabled	04 September 2013		
Recommendation 13	The Asset Confiscation Scheme Executive Management Group should develop strategic and operational plans for the Asset Confiscation Scheme, linked to Asset Confiscation Scheme agency planning.		
Acceptance (current)	Accepted		
Action	Addressing this recommendation forms part of the ACS Governance Project. The department has appointed a service provider to develop and implement the Asset Confiscation Scheme 'Strategic Plan'; 'Governance Framework'; and 'Performance Framework'. The department and its stakeholder agencies have received a draft final report. The stakeholder agencies have agreed in principle on the governance framework, however, further work and analysis is required on the strategic plan and performance framework.		
Status	Substantially completed		
Date commenced	March 2014	Date completed / due for completion	December 2015

Agency	Department of Justice & Regulation		2013–14
Audit Report	Asset Confiscation Scheme		
Date Tabled	04 September 2013		
Recommendation 25	The Department of Justice should review and update the procedures for the Asset Confiscation Operations unit.		
Acceptance (current)	Accepted		
Action	Review of, and update to, policies and procedures has been completed for the Asset Confiscation Operations Unit.		
Status	Completed		
Date commenced	November 2013	Date completed / due for completion	October 2014

Agency	Department of Justice & Regulation		2013–14
Audit Report	Managing Consultants and Contractors		
Date Tabled	12 June 2014		
Recommendation 1.1	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by documenting the essential planning work to justify the use of external resources, to identify and manage risks, and to determine a preferred procurement route		
Acceptance (current)	Accepted		

Action	Procurement reform will see the Department of Justice introduce a number of initiatives that demonstrate the integrity of, and value for money achieved through advisory engagements. These include: • the development and introduction of a comprehensive Procurement and Contract Management framework and website to guide the department on all engagements, including planning, initiation, sourcing, negotiation and award, contract management and post engagement evaluation; • the introduction of an Advisory Services Checklist that details requirements for: planning, records management, conflict of interest, performance management, post engagement review, and value for money considerations.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	September 2014
Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.2	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by comprehensively documenting conflict of interest issues and always evaluating bids, providing greater clarity about progress and performance monitoring, and meeting mandatory records management requirements		
Acceptance (current)	Accepted		
Action	Procurement reform will see the Department of Justice introduce a number of initiatives that demonstrate the integrity of, and value for money achieved through advisory engagements. These include: • the development and introduction of a comprehensive Procurement and Contract Management framework and website to guide the department on all engagements, including planning, initiation, sourcing, negotiation and award, contract management and post engagement evaluation; • the introduction of an Advisory Services Checklist that details requirements for: planning, records management, conflict of interest, performance management, post engagement review, and value for money considerations.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	September 2014

Agency	**Department of Justice & Regulation**	**2013–14**
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 1.3	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by taking a more structured approach to managing engagements by documenting progress and performance to monitor and manage risks	
Acceptance (current)	Accepted	

Action	Procurement reform will see the Department of Justice introduce a number of initiatives that demonstrate the integrity of, and value for money achieved through advisory engagements. These include: • the development and introduction of a comprehensive Procurement and Contract Management framework and website to guide the department on all engagements, including planning, initiation, sourcing, negotiation and award, contract management and post engagement evaluation; • the introduction of an Advisory Services Checklist that details requirements for: planning, records management, conflict of interest, performance management, post engagement review, and value for money considerations.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	September 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.4	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by completing post-implementation reviews of all engagements, commensurate with their size and complexity, to verify deliverables and the achievement of process integrity and value for-money outcomes		
Acceptance (current)	Accepted		
Action	Procurement reform will see the Department of Justice introduce a number of initiatives that demonstrate the integrity of, and value for money achieved through advisory engagements. These include: • the development and introduction of a comprehensive Procurement and Contract Management framework and website to guide the department on all engagements, including planning, initiation, sourcing, negotiation and award, contract management and post engagement evaluation; • the introduction of an Advisory Services Checklist that details requirements for: planning, records management, conflict of interest, performance management, post engagement review, and value for money considerations.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	September 2014

Agency	**Department of Justice & Regulation**	**2013–14**
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 6	That Departments collect and analyse the information needed to confirm that business units are complying with mandated policies and practices, and manage the risks to achieving value for money and maintaining process integrity.	
Acceptance (current)	Accepted	
Action	The Department of Justice will establish a Procurement Approval Board, which will be responsible for assessing individual procurement activity for compliance to mandated policies, practics, risk mitigation and the achievement of value for money outcomes. Additional to this, the Office of the Chief Procurement Officer will review and analyse spend data, as well as conduct compliance assurance activities for engagements of a value lower than the threshold that triggers the Procurement Approval Board oversight.	

Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	December 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 1	Public sector agencies should establish agency-wide oversight of fixed voice and mobile usage and expenditure.		
Acceptance (current)	Accepted		
Action	The department will implement regular monitoring and reporting to provide executive with agency wide oversight of fixed voice and mobile expenditure, with particular regard for key cost drivers. Information on telecommunications expenditure will be deliverd electronically (by online means) and via hard copy memorandum. To support and enhance the above deliverables, the department will undertake a review of billing structures for fixed and mobile services. Where necessary, the department will implement changes to billing structures identified within the above review.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 2	Public sector agencies should develop clear guidance on the allocation and use of mobile phones.		
Acceptance (current)	Accepted		
Action	The department will undertake a review of its policies to ensure that there is sufficient guidance on the allocation and use of mobile devices, including: demonstration of business need, use of devices while overseas, personal usage thresholds, and timeframes for reimbursement.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	July 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 3	Public sector agencies should establish consistent, agency-wide controls for effectively managing expenditure.		
Acceptance (current)	Accepted		

Action	The department will undertake a review of its policies to ensure that there is sufficient guidance on the allocation and use of mobile devices, including: demonstration of business need, use of devices while overseas, personal usage thresholds, and timeframes for reimbursement.
	The department will document existing processes for the verification of fixed and mobile invoices and implement a regime of regular validation activity.
	The department will refine its internal systems for maintaining accurate inventories of fixed and mobile assets and infrastructure.
	The department will commit to improving the timeliness of adopting variations to Whole Of Victorian Government arrangements by implementing a documented process and measurable timeline for the analysis and acceptance of variations as they are made available by central government agencies and suppliers for consideration.
Status	Completed
Date commenced	October 2013	Date completed / due for completion	May 2015

Agency	Department of Justice & Regulation		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 4	Public sector agencies should review thresholds for allowable personal usage, and implement time frames for recovering associated costs.		
Acceptance (current)	Accepted		
Action	The department will undertake a review of its policies to ensure that there is sufficient guidance on the allocation and use of mobile devices, including: demonstration of business need, use of devices while overseas, personal usage thresholds, and timeframes for reimbursement.		
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	July 2015

Agency	Department of Justice & Regulation		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 5	Public sector agencies should promptly adopt variations to the whole-of-government agreements to optimise savings.		
Acceptance (current)	Accepted		
Action	The department will commit to improving the timeliness of adopting variations to Whole Of Victorian Government arrangements by implementing a documented process and measurable timeline for the analysis and acceptance of variations as they are made available by central government agencies and suppliers for consideration.		
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	December 2013

Agency	Department of Justice & Regulation	2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**	
Date Tabled	18 September 2013	
Recommendation 6	Public sector agencies should systematically verify the accuracy of fixed voice and mobile invoices.	
Acceptance (current)	Accepted	

Action	The department will document existing processes for the verification of fixed and mobile invoices and implement a regime of regular validation activity. The department will refine its internal systems for maintaining accurate inventories of fixed and mobile assets and infrastructure.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	July 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 7	Public sector agencies should regularly monitor fixed voice and mobile usage and cancel unused services.		
Acceptance (current)	Accepted		
Action	The department will document existing processes for the verification of fixed and mobile usage and implement a regime of regular monitoring activity. The department will refine its internal systems for maintaining accurate inventories of fixed and mobile assets and infrastructure.		
Status	Substantially completed		
Date commenced	October 2013	**Date completed / due for completion**	September 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 8	Public sector agencies should regularly monitor data usage and actively manage data plans to optimise value.		
Acceptance (current)	Accepted		
Action	The department will document existing processes for the monitoring of mobile data usage and implement a regime of regular monitoring activity.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	September 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 9	Public sector agencies should actively enforce compliance with policies on personal usage.		
Acceptance (current)	Accepted		
Action	The department will enhance its device management tool to support active monitoring and compliance of staff with departmental policies relating to personal usage.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	September 2014

Agency	**Department of Justice & Regulation**	**2013–14**
Audit Report	**Prevention and Management of Drug Use in Prisons**	

Date Tabled	16 October 2013		
Recommendation 1	That the Department of Justice establish robust performance reporting frameworks to assess the effectiveness of its barrier control and drug detection initiatives.		
Acceptance (current)	Accepted		
Action	The department will finalise and implement the Corrections Alcohol and Drug Strategy which includes a new reporting and monitoring framework. A central oversight committee will be established to monitor the performance of the Alcohol and Drug Strategy and provide strategic oversight and advice on key trends.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	December 2013

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Prevention and Management of Drug Use in Prisons**		
Date Tabled	16 October 2013		
Recommendation 2	That the Department of Justice develop and document risk management practices across all its public prisons to identify and manage prison-specific strategic risks.		
Acceptance (current)	Accepted		
Action	The Department has developed an operational risk template incorporating key system-wide risks common accross prison locations. Prison General Managers use this template to inform development of risk registers at each prison location which will be used to inform Regional and Corrections Victoria risk registers for biannual attestation.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	December 2013

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Prevention and Management of Drug Use in Prisons**		
Date Tabled	16 October 2013		
Recommendation 3	That the Department of Justice develop and document a framework to guide it in determining the balance between drug prevention and detection controls, and prisoner management needs.		
Acceptance (current)	Accepted		
Action	Corrections Victoria will consider the range of existing information used to inform decisions relating to responding to drug-related risks including the use of observation and professional judgement. Potential sources of information will be documented and examined alongside existing frameworks including the Commissioner's Requirements, Deputy Commissioner's instructions and the Healthy Prison's Framework, with a view to developing a consolidated balance framework.		
Status	Substantially completed		
Date commenced	November 2013	**Date completed / due for completion**	December 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Prevention and Management of Drug Use in Prisons**		
Date Tabled	16 October 2013		
Recommendation 4	That the Department of Justice review and update the random general urinalysis benchmarks in light of prison-specific risks and the 'balancing' framework.		
Acceptance (current)	Accepted		

Action	The department formally reviews all SDO benchmarks at public prisons on a three yearly basis and will review indidvidual SDO benchmarks on an annual basis for specific prisons for all public prisons. Review of the SDO 8 benchmark considers the previous three years of urinalysis data and other information sources.Future reviews will also consider relevant security assessments, prison risk registers and the 'balancing' framework once developed.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	November 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Prevention and Management of Drug Use in Prisons**		
Date Tabled	16 October 2013		
Recommendation 5	That the Department of Justice establish robust performance reporting frameworks to assess the effectiveness of its drug treatment and management programs.		
Acceptance (current)	Accepted		
Action	As with recommendation 1, implementation of the Corrections Alcohol and Drug Strategy will include a new reporting and monitoring framework and improved governance arrangements.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	December 2013

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Prevention and Management of Drug Use in Prisons**		
Date Tabled	16 October 2013		
Recommendation 6	That the Department of Justice evaluate the effectiveness of all alcohol and other drug programs including the Identified Drug User program, Drug Free Incentive Program, the Opioid Substitution Therapy Program and alcohol and other drug treatment programs.		
Acceptance (current)	Accepted		
Action	As a part of the new Corrections Alcohol and Drug Strategy a comprehensive evaluation framework will be developed in early 2014. This will include the requirement to evaluate existing alcohol and other drug treatment programs within two years.		
Status	Partially completed		
Date commenced	November 2013	**Date completed / due for completion**	June 2016

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 1	That Corrections Victoria and Victoria Police develop information and communications technology systems to support greater coordination and capacity utilisation of prisoner transport undertaken by different stakeholders.		
Acceptance (current)	Accepted		
Action	Corrections Victoria and Victoria Police will examine opportunities to develop information and communications technology systems to support greater coordination for prisoner transport services, including reviewing current systems.		
Status	Substantially completed		
Date commenced	August 2014	**Date completed / due for completion**	December 2015

Agency	Department of Justice & Regulation		2013–14
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 2	That Corrections Victoria and Victoria Police examine the use of different types of prisoner transportation, and the costs and risks across the full spectrum of the prisoner transportation system, to determine the value for money of current contractual arrangements.		
Acceptance (current)	Accepted		
Action	Corrections Victoria and Victoria Police will examine the use and costs of prisoner transportation to determine value for money of current contract arrangements.		
Status	Substantially completed		
Date commenced	August 2014	**Date completed / due for completion**	December 2015

Agency	Department of Justice & Regulation		2013–14
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 3	That Corrections Victoria identifies performance incentives that are likely to drive more efficient and effective service delivery.		
Acceptance (current)	Accepted		
Action	Corrections Victoria, in consultation with Victoria Police, has developed and agreed a performance incentive regime, which has been incorporated into the next Prisoner Transport Contract.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	September 2014

Agency	Department of Justice & Regulation		2013–14
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 4	That Corrections Victoria works with the prisoner transport contractor to ensure that controls supporting the separation and timely delivery of prisoners are adequate and working effectively.		
Acceptance (current)	Accepted		
Action	A review was undertaken and completed.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	September 2014

Agency	Department of Justice & Regulation		2013–14
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 5	That Corrections Victoria investigates options for improving efficiency by fully automating the scheduling of prisoner transport in new contractual arrangements.		
Acceptance (current)	Accepted		
Action	Corrections Victoria, in consultation with Victoria Police, has incorporated a requirement for an automated scheduling system for prisoner transportation in the next prisoner transport contract.		

Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Racing Industry: Grants Management**		
Date Tabled	28 November 2013		
Recommendation 1	That the Department of Justice implement guidelines to assess applications against Victorian Racing Industry Fund funding criteria.		
Acceptance (current)	Accepted		
Action	The department will review and, where appropiate, adjust assessment guidelines to enable a more consistent approach to ministerial briefings and recommendations.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	June 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Racing Industry: Grants Management**		
Date Tabled	28 November 2013		
Recommendation 2	That the Department of Justice require Victorian Racing Industry Fund Racing Infrastructure applicants seeking funding for large or complex projects to support their application with a business case.		
Acceptance (current)	Accepted		
Action	Subject to approval by the Minister, Victorian Racing Industry Fund program guidelines will be amended to require a business plan to be submitted for all projects where funding sought through the government's racing program is $1 million or greater.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	March 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Racing Industry: Grants Management**		
Date Tabled	28 November 2013		
Recommendation 3	That the Department of Justice improve the rigour of Victorian Racing Industry Fund Racing Infrastructure funding recommendations by advising the Minister for Racing of applications' merits against each funding criterion.		
Acceptance (current)	Accepted		
Action	Current Victorian Racing Industry Fund briefs are submitted with Assessment Sheets that provide summary of applicant advice against funding criteria, where appropiate. Subject to the outcome of recommendation 1, the department will adjust assessment sheets to provide the additional advice on the assessor's view of the merits of that information.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	June 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Racing Industry: Grants Management**		

Date Tabled	28 November 2013		
Recommendation 4	That the Department of Justice establish and report the outcomes of the Regional Racing Infrastructure Fund, and the Racing Infrastructure and Raceday Attraction programs of the Victorian Racing Industry Fund.		
Acceptance (current)	Accepted		
Action	The department will publish Regional Racing Infrastructure Fund and Victorian Racing Industry Fund project funding information on the department's website, including the funded organisation, name of the project, funding sources and the value of grants. This list will be updated on a quarterly basis.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	June 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Racing Industry: Grants Management**		
Date Tabled	28 November 2013		
Recommendation 5	That the Department of Justice maintain on the Department of Justice website a list of all projects, funding sources and grants from the Regional Racing Infrastructure Fund and Victorian Racing Industry Fund.		
Acceptance (current)	Accepted		
Action	A list of all projects, funding sources and grants for these two Funds has been added to the department's website. This list will be updated on a quarterly basis.		
Status	Completed		
Date commenced	March 2014	**Date completed / due for completion**	June 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**Racing Industry: Grants Management**		
Date Tabled	28 November 2013		
Recommendation 6	That the Department of Justice establish processes to ensure that all Victorian Racing Industry Fund Raceday Attraction Program funding agreements are executed before the funded event.		
Acceptance (current)	Accepted		
Action	The department will establish processes to provide clear advice to funded agencies regarding the execution of funding agreements. The department will further ensure that funding agreements are signed and returned to it with sufficient time for them to be formally executed in advance of the funded events.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	March 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	The department will take a more rigorous approach when completing the annual information security management framework self-assessment.		

Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	May 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		
Action	The department maintains a risk on its risk registers about services provided by third party service providers. The self-assessment questionnaire will be updated to reflect the status of the risks presented by third parties to the business.		
Status	Substantially completed		
Date commenced	May 2015	**Date completed / due for completion**	December 2015

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.		
Acceptance (current)	Accepted		
Action	IP address information with the Asia-Pacific National Internet Centre has been updated and correctly reflects a relevant generic contact within the department. The generic contact point is a group who is reponsible for maintaining IP information within the department.		
Status	Completed		
Date commenced	October 2014	**Date completed / due for completion**	November 2014

Agency	**Department of Justice & Regulation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.		
Acceptance (current)	Accepted		
Action	The department has policies, standards and processes for the 'Top 4 Strategies'. The department will look to strengthen these strategies with the third party service provider. The department is further evaluating the implementation of application 'whitelisting' as a part of the implementation of new operating systems (Windows 7 and Windows 8). The department will also engage with the Chief Technology Advocate to influence the third party provider to address the recommendations.		
Status	Partially completed		
Date commenced	March 2015	**Date completed / due for completion**	March 2016

Agency	Department of Justice & Regulation	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.	
Acceptance (current)	Accepted	
Action	The department has accountability for authorising user access privileges and the department's third party service provider performs the provisioning of the user accounts. The department will liaise with the third party to either transition these services back to the department or to influence the provider to strengthen their controls. The department will also engage with the Chief Technology Advocate to influence the third party provider to address the recommendations.	
Status	Partially completed	
Date commenced	August 2015	**Date completed / due for completion** March 2016

Agency	Department of Justice & Regulation	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.	
Acceptance (current)	Accepted	
Action	Patching is performed by the department's third party shared services provider. The department will engage with the third party to strengthen patching policy, standards and processes. The department will also engage with the Chief Technology Advocate to influence the third party provider to address the recommendations.	
Status	Partially completed	
Date commenced	January 2014	**Date completed / due for completion** December 2015

Department of Premier & Cabinet

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**		
Date Tabled	29 May 2014		
Recommendation 1	That the Department of Health, the Department of Human Services and the Department of Education and Early Childhood Development develop and report annually on their cultural diversity plans-or equivalent-in consultation with the Office of Multicultural Affairs and Citizenship and the Victorian Multicultural Commission.		
Acceptance (current)	Accepted		
Action	New Terms of Reference for Multicultural Leadership and Coordination Group including VMC representation (July 2014), provides: - improved WoVG alignment and communication on multicultural affairs - provision of advice on the government's cultural competence and diversity planning approach - a coordinated approach with the Commonwealth Government on issues impacting Victorian CALD communities. OMAC tabled a paper on cultural diversity planning and 'guiding principles' at the MLCG meeting (2 October 2014). Cultural Diversity Planning Principles were agreed by the MLCG to inform the development of departmental Cultural Diversity Plans. OMAC established a panel of approved providers to deliver cultural competency training to the VPS and government service providers (February 2015). OMAC has structures and systems in place to support departments in developing and reviewing their Cultural Diversity Plans, and procuring cultural competence training (as at 26 August 2015). OMAC will use a continuous improvement approach to strengthen these structures and systems.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	December 2014
Agency	Department of Premier & Cabinet		2013–14
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**		
Date Tabled	29 May 2014		
Recommendation 3	That the Office of Multicultural Affairs and Citizenship within the Department of Premier & Cabinet monitors and reports on departmental compliance with the reporting requirements of section 26 of the Multicultural Victoria Act 2011.		
Acceptance (current)	Accepted		
Action	A revised template for the 2013–14 Whole of Government Report in Multicultural Affairs was developed by OMAC in consultation with VMC and the VAGO-audited departments. The revised template was endorsed at a MLCG meeting. Changes include a greater emphasis on Cultural Diversity Planning, with new sections for the specific information requested in the VAGO audit recommendations, including: cultural competency training for staff; information and data to increase accessibility of services for CALD communities; and how service delivery to CALD communities is integral to program evaluation. The 2013–14 Victorian Government Report in Multicultural Affairs (using the revised template) was tabled in Parliament in June 2015. Effective from July 2015, future annual reporting will continue to contain more detail on the performance of departments' respective CDPs to increasingly align with VAGO's recommendations on cultural diversity planning. See progress regarding MLCG as detailed in Recommendation One.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	December 2014
Agency	Department of Premier & Cabinet		2013–14

Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**	
Date Tabled	29 May 2014	
Recommendation 4	That the Department of Premier & Cabinet defines more clearly the roles and responsibilities of the Office of Multicultural Affairs and Citizenship and the Victorian Multicultural Commission.	
Acceptance (current)	Accepted	
Action	- On 30 June 2015, the Minister for Multicultural Affairs announced a realignment of the functions within the Multicultural Affairs portfolio to confirm the respective roles and responsibilities of OMAC and VMC. - Meetings to inform key stakeholders of these changes were conducted and a media release was issued on 1 July 2015. - The subsequent Machinery of Government change, including transfer of staff, was authorised by the Premier on 16 August 2015. - Work is underway to implement key changes as a result of the realignment, including the consolidation and realignment of community grants programs which will be solely administered by OMAC from 16 August 2015. - Information regarding the changes will continue to be communicated via the Multicultural Victoria website when appropriate.	
Status	Completed	
Date commenced	December 2014	**Date completed / due for completion**	July 2015

Agency	**Department of Premier & Cabinet**	**2013–14**
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**	
Date Tabled	29 May 2014	
Recommendation 5	That the Department of Premier & Cabinet develops appropriate governance arrangements for the Office of Multicultural Affairs and Citizenship and the Victorian Multicultural Commission with robust and effective reporting and accountability mechanisms.	
Acceptance (current)	Accepted	
Action	- On 30 June 2015, the Minister for Multicultural Affairs announced a realignment of the functions within the Multicultural Affairs portfolio which confirmed the governance arrangements for OMAC and VMC. - The subsequent Machinery of Government changes, including transfer of staff, was authorised by the Premier on 16 August 2015. - See detail under Recommendation (3) regarding improvements to annual reporting and compliance processes.	
Status	Completed	
Date commenced	December 2014	**Date completed / due for completion**	August 2015

Agency	**Department of Premier & Cabinet**	**2013–14**
Audit Report	**Access to Services for Migrants, Refugees and Asylum Seekers**	
Date Tabled	29 May 2014	
Recommendation 6	That the Victorian Multicultural Commission and Office of Multicultural Affairs and Citizenship work closely together to monitor and report on overall departmental performance in relation to the provision of accessible, responsive and effective services.	
Acceptance (current)	Accepted	

Action	- OMAC established a VAGO Implementation Working Group in September 2014 to promote a coordinated response to the VAGO audit with the VMC and across departments and to monitor department progress in developing Cultural Diversity Plans. Four VIWG meetings have been convened by OMAC since September 2014. These meetings are in addition to the quarterly MLCG meetings.
	- It should be noted that machinery-of-government changes impacted the progress of a number of departments in updating or developing new CDPs. Drafts of all departmental plans were collected by OMAC in July 2015.
	- See progress regarding CDP and Cultural Competence tools as detailed in Recommendation (1).
	- See detail under Recommendation (3) regarding improvements to annual reporting and compliance processes.
Status	Completed
Date commenced	December 2014	**Date completed / due for completion**	December 2014

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 1	That Departments improve data collection and recording processes, including collaborating with other departments, Aboriginal community controlled organisations and other relevant organisations to estimate Aboriginal populations for each service.		
Acceptance (current)	Accepted		
Action	- On 3 July 2014, the Secretaries' Leadership Group on Aboriginal Affairs (SLGAA) agreed to regular reporting by departments at each meeting. The departmental reporting addresses data collection and recording matters and opportunities for collaboration.		
	- The SLGAA incorporated reporting and increased meeting frequency requirements in revised Terms of Reference (ToR), based on the draft proposed by OAAV on 3 July 2014. The ToR were reaffirmed by the Secretaries' Leadership Group on 2 April 2015, following machinery of government changes.		
	- Departmental reporting commenced in late 2014 and will continue to occur at all meetings of the SLGAA consistent with an agreed schedule. All departments are expected to have reported to a SLGAA meeting by the end of 2015.		
	- The SLGAA has scheduled consideration of data recording, reporting and sharing and opportunities for collaboration for its meeting of November 2015.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	November 2015

Agency	**Department of Premier & Cabinet**	**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 2	That Departments as a priority, finalise Aboriginal inclusion action plans and fully apply Victorian Aboriginal Affairs Framework service access criteria in service delivery plans and programs.	
Acceptance (current)	Accepted	

Action	- DPC's Aboriginal Inclusion Action Plan received in principle endorsement on 26 June 2014 and was released at the end of July 2014.
	- OAAV chairs a monitoring group, involving all departments to monitor progress with the development and implementation of departmental Aboriginal inclusion plans. The Terms of Reference (ToR) were considered by the Senior Officers' Group on 5 June 2014.
	- OAAV is available to provide advice to departments directly or through the Senior Officers' Group, the Secretaries' Leadership Group and the Aboriginal Inclusion Working Group regarding implementing service access criteria. There have yet to be requests for advice to date.
	- The Aboriginal Inclusion Working Group work plan for 2015–16 provides for measuring outcomes arising from inclusion planning and implementation to be considered in September 2015 and ToR for an evaluation of progress with Aboriginal inclusion to be established in May 2016.
Status	Partially completed

Date commenced	June 2014	**Date completed / due for completion**	June 2016

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 3	That Departments engage a broad range of Aboriginal people in developing, implementing, monitoring and evaluating plans and programs.		
Acceptance (current)	Accepted		
Action	OAAV provides advice to both the Secretaries' Leadership Group (SLGAA) and the Senior Officers' Group (SOGAA) on key engagement issues.		
	Since May 2014, OAAV has supported:		
	- Ministerial Roundtables – 12 August (family violence), 26 August (transitions and economic participation) and 7 October (youth) 2014.		
	- Ministerial statewide Aboriginal stakeholder meetings – 4 February and 16 June 2015.		
	- Closing the Gap event – On 19 March 2015, hosted by Premier and Victorian Aboriginal Community Controlled Health Organisation.		
	- Premier Gathering with Aboriginal stakeholders – 19 May 2015.		
	- Indigenous Family Violence Partnership Forum – 30 April-2 May 2014, 7-9 October 2014 and 16-18 June 2015.		
	- Local Indigenous Networks – the inaugural LIN Gathering April/May 2015; a minimum of eight meetings per operating LIN per year.		
	- Victorian Aboriginal Heritage Council – seven meetings annually.		
	- Registered Aboriginal Parties – On 12-14 May, 25-26 Nov 2014, 4-5 June 2015.		
Status	Substantially completed		

Date commenced	May 2014	**Date completed / due for completion**	December 2015

Agency	**Department of Premier & Cabinet**	**2013–14**
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**	
Date Tabled	29 May 2014	
Recommendation 4	That Departments identify and pursue opportunities to collaborate, cooperate and share data with government agencies responsible for mainstream service delivery and with service providers.	
Acceptance (current)	Accepted	

Action	- During 2014 OAAV worked with other DPC branches on a data sharing project. - OAAV has established a relationship with the Crime Statistics Agency to improve analysis and opportunities for data collection on such data. - OAAV has successfully secured 2015–16 State Budget funding to improve data capability in relation Aboriginal economic and family violence data. - OAAV, together with DHHS and DET, will explore options for improving collaboration in data collection and sharing across departments through the VAGO Monitoring Group.		
Status	Partially completed		
Date commenced	August 2014	Date completed / due for completion	July 2015

Agency	Department of Premier & Cabinet		2013–14
Audit Report	Accessibility of Mainstream Services for Aboriginal Victorians		
Date Tabled	29 May 2014		
Recommendation 5	That Departments routinely evaluate plans and programs to determine whether access is increasing and outcomes are improving, and to identify where improvements are needed.		
Acceptance (current)	Accepted		
Action	The 10 Year Evaluation Plan is under development and will be finalised pending confirmation of the Government's forward priorities in Aboriginal affairs. This will be informed by the review of OAAV which is due to be finalised by the end August 2015.		
Status	Partially completed		
Date commenced	June 2014	Date completed / due for completion	June 2016

Agency	Department of Premier & Cabinet		2013–14
Audit Report	Accessibility of Mainstream Services for Aboriginal Victorians		
Date Tabled	29 May 2014		
Recommendation 6	That Departments develop internal and external reporting regimes that provide comprehensive and informative data on the progress and outcomes of departmental plans and programs.		
Acceptance (current)	Accepted		
Action	• The Secretaries' Leadership Group on Aboriginal Affairs (SLGAA) has agreed to a schedule of departmental reporting consistent with VAGO recommendation no. (1). Draft reports are considered by the Senior Officers' Group on Aboriginal Affairs prior to progressing to SLGAA, providing for cross-departmental examination and comment, and the potential for improved reporting to Secretaries. • Departmental reporting has been adopted by the SLGAA in preference to OAAV led six-monthly reporting proposed in July 2014.		
Status	Partially completed		
Date commenced	June 2015	Date completed / due for completion	July 2016

Agency	Department of Premier & Cabinet		2013–14
Audit Report	Accessibility of Mainstream Services for Aboriginal Victorians		
Date Tabled	29 May 2014		
Recommendation 7	That the Department of Premier & Cabinet provides more active leadership and direction so that departmental programs and strategies comply with the Victorian Aboriginal Affairs Framework 2013-18, and identify and address increased access and improved outcomes.		
Acceptance (current)	Accepted		
Action	See response to Recommendations (1) and (6).		

Status	Partially completed		
Date commenced	July 2014	Date completed / due for completion	December 2015

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**Accessibility of Mainstream Services for Aboriginal Victorians**		
Date Tabled	29 May 2014		
Recommendation 8	That the Department of Premier & Cabinet through the Secretaries' Leadership Group on Aboriginal Affairs, monitors the implementation of departmental plans, evaluates outcomes and monitors the development of investment logic maps that identify the funding requirements over the term of the government's commitment to the Victorian Aboriginal Affairs Framework 2013-18.		
Acceptance (current)	Accepted		
Action	OAAV has worked extensively with DTF in compiling, finalising and analysing Victoria's input to inform the development of the 2014 Indigenous Expenditure Report (released in November 2014 by the Productivity Commission). Expenditure data in this Report has been analysed, for consideration by the Minister for Aboriginal Affairs and the Secretaries Leadership Group on Aboriginal Affairs in early 2015, including on the relative investment by the State and Commonwealth and focus of effort in Aboriginal Affairs. This work will help inform investment logic mapping by OAAV with DTF to occur following the confirmation of the Government's forward priorities in Aboriginal Affairs. This will be informed by the review of OAAV which is due to be finalised by the end August 2015.		
Status	Partially completed		
Date commenced	July 2014	Date completed / due for completion	July 2016

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 1	The Department of State Development, Business and Innovation should send the information security management policy to government for formal consideration.		
Acceptance (current)	Accepted		
Action	As the Privacy and Data Protection Act 2014 (Vic) has come into effect, this is now the responsibility of the Commissioner for Privacy and Data Protection.		
Status	Completed		
Date commenced	December 2013	Date completed / due for completion	September 2014

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 2	The Department of State Development, Business and Innovation should amend information security policy and standards to include those outer WoVG agencies operating information and communications technology systems that have an aggregate high transaction value critical to state revenue, systems critical to public safety, or systems holding sensitive personal data with potential value to third parties.		
Acceptance (current)	Accepted		
Action	As the Privacy and Data Protection Act 2014 (Vic) has come into effect, this is now the responsibility of the Commissioner for Privacy and Data Protection.		

Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	September 2014

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 3	The Department of State Development, Business and Innovation should require WoVG agencies to report any variations between the information security standards and their agency information security management frameworks, that have been approved by their agency head, as part of the annual information security management framework self-assessment reporting process.		
Acceptance (current)	Accepted		
Action	As the Privacy and Data Protection Act 2014 (Vic) has come into effect, responsibility for this action has transferred to the Commissioner for Privacy and Data Protection.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	September 2014

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 4	The Department of State Development, Business and Innovation should require that each agency information security management framework self-assessment report includes a statement of compliance addressing all self-assessment report deficiencies.		
Acceptance (current)	Accepted		
Action	The relevant information security standards and guidelines have been updated as follows: - OAAV, DHHS and DET, will explore options for improving collaboration in data collection and sharing across departments through the VAGO Monitoring Group. SEC-GUIDE-01 (Information Security Management Framework Guide) has been amended to include guidance on compliance. - OAAV, DHHS and DET, will explore options for improving collaboration in data collection and sharing across departments through the VAGO Monitoring Group. Sec-Temp-01 (Self-Assessment Victorian Government Compliance Report Agency Input) has been amended to include columns for compliance and compliance gaps. - OAAV, DHHS and DET, will explore options for improving collaboration in data collection and sharing across departments through the VAGO Monitoring Group. Amendments have been approved by the Information Security Advisory Group and CIO Council for the June 30 2014 reporting period. - Future compliance will be monitored by the Commissioner for Privacy and Data Protection.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	June 2014

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 5	The Department of State Development, Business and Innovation should develop processes for outer WoVG agencies to be included in relevant briefings and information security forums, and to be provided with advice and assistance outside of the WoVG Chief Information Officers Council.		

Acceptance (current)	Accepted		
Action	Action complete: - WoVG contract for AustCERT services has been negotiated for departments and agencies and is now available. DPC, as the alerting agency, has subscribed to the service for two years until 2017 to receive alert at the whole of government level. Action work-in-progress - A draft analysis of Victoria's position and possible future states for dealing with cyber security incidents is being socialised with security and emergency management stakeholders. - An analysis of the Commonwealth Cyber Security Review is a critical dependency for determining Victoria's approach. This analysis cannot commence until the Commonwealth releases its review; the dates shown here are subject to that release date. - CPDP accepted transfer of responsibilities for the release of, promotion and compliance with the Victorian protective data security standards for the security, confidentiality and integrity of public sector data and access to public sector data in September 2015.		
Status	Partially completed		
Date commenced	September 2014	Date completed / due for completion	June 2016

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 6	The Department of State Development, Business and Innovation should improve the current information security management framework self-assessment report template to ensure a more comprehensive outcome.		
Acceptance (current)	Accepted		
Action	The Self-Assessment VG Compliance Report Agency Input template (Sec-Temp-01) has been amended to include columns for compliance and compliance gaps on June 2014 Amendments have been approved by the Information Security Advisory Group and CIO Council for the June 2014 reporting period. This will be the last report under the DSDBI (DPC) framework due to the CPDP coming into operation. The updated templates are now available on www.enterprisesolutions.vic.gov.au.		
Status	Completed		
Date commenced	December 2013	Date completed / due for completion	June 2014

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	DPC has implemented a self-assessment approach that involves: (i) formal attestation by DPC's Information Security Manager re DPC's information security management framework; and (ii) sign off by DPC's Chief Information Security Officer (CISO).		
Status	Completed		
Date commenced	November 2013	Date completed / due for completion	August 2014

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		
Action	DPC's annual self-assessment report is structured to highlight non-compliance risks relative to its third party service providers.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	August 2014

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 9	The Department of Premier & Cabinet, and the Department of State Development, Business and Innovation should confirm their respective roles and responsibilities for information security once the Emergency Management Bill 2013 is enacted.		
Acceptance (current)	Accepted		
Action	The WoVG Information Security role has transferred to DPC as part of the Machinery of Government changes.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	January 2015

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 10	The Department of Premier & Cabinet, and the Department of State Development, Business and Innovation should confirm that briefings on cyber threats will be made to the State Crisis and Resilience Council by the Department of State Development, Business and Innovation as the agency with primary responsibility for WoVG information and communications technology, and that the State Crisis and Resilience Council will in turn recommend briefings for ministers as appropriate.		
Acceptance (current)	Accepted		
Action	A cyber security briefing was provided to the SCRC sub committees on 23 July 2014. As the briefing to SCRC is an ongoing action, the implementation to this recommendation is considered closed.		
Status	Completed		
Date commenced	June 2014	**Date completed / due for completion**	June 2014

Agency	Department of Premier & Cabinet		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 11	The Department of State Development, Business and Innovation should arrange for a cyber alert subscription service to be available to every government agency from a suitable provider.		
Acceptance (current)	Accepted		

Action	A WoVG contract for AusCERT services has been negotiated for every government agency and is now in place until 2017.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	June 2014

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 12	The Department of State Development, Business and Innovation should develop and implement a process for maintaining a register of all IP addresses in use by public sector departments and agencies.		
Acceptance (current)	Accepted		
Action	A new IP Address standard has been developed and approved by the WoVG CIO Council on 3 June 2015. The new standard (SEC STD 10, WoVG Standard, Information Security, IP Address Management) was published on 1 July 2015 on Enterprise Solutions website (http://www.enterprisesolutions.vic.gov.au/business-systems/information-security).		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	June 2015

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.		
Acceptance (current)	Accepted		
Action	A Whole of Victorian Government parent account for use by Victorian government departments and agencies has been established with the Asia-Pacific National Internet Centre (APNIC).		
Status	Substantially completed		
Date commenced	November 2013	**Date completed / due for completion**	November 2015

Agency	**Department of Premier & Cabinet**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.		
Acceptance (current)	Accepted		
Action	DPC has undertaken action to adopt three of the ASD Top 4 Strategies to Mitigate Targeted Cyber Intrusions. DPC is currently unable to adopt Mitigation No. 1 Application Whitelisting as CenITex is yet to implement the proprietary whitelisting product that it has now purchased. CenITex have an implementation project plan in place with finalisation expected by the date shown below.		
Status	Substantially completed		
Date commenced	November 2013	**Date completed / due for completion**	June 2016

Agency	Department of Premier & Cabinet	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.	
Acceptance (current)	Accepted	
Action	DPC manages the network onboarding process that involves password allocation.	
Status	Completed	
Date commenced	November 2013	**Date completed / due for completion**	January 2014

Agency	Department of Premier & Cabinet	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.	
Acceptance (current)	Accepted	
Action	DPC has reviewed the ASD's patching guidelines and implemented DPC-specific patching guidelines.	
Status	Completed	
Date commenced	November 2013	**Date completed / due for completion**	October 2014

Department of Treasury & Finance

Agency	Department of Treasury & Finance	2012–13
Audit Report	**Planning, Delivery and Benefits Realisation of Major Asset Investment: The Gateway Review Process**	
Date Tabled	08 May 2013	
Recommendation 1	The Department of Treasury & Finance should systematically validate whether projects should be subject to Gateway review, by verifying that robust project risk assessments are completed for new projects.	
Acceptance (current)	Accepted	
Action	DTF has enhanced its processes and documentation including establishing a template to validate whether projects should be subject to High Value High Risk and more clearly outline the rationale for the Department's risk assessment of projects. These processes and documentation, supported by DTF's 'Assessment of Project Risk' template, have been fully implemented.	
Status	Completed	
Date commenced	June 2014	**Date completed / due for completion**	February 2015

Agency	Department of Treasury & Finance	2012–13
Audit Report	**Planning, Delivery and Benefits Realisation of Major Asset Investment: The Gateway Review Process**	
Date Tabled	08 May 2013	
Recommendation 4	The Department of Treasury & Finance should track and report on the impact of the Gateway Review Process on improving the outcomes of completed projects.	
Acceptance (current)	Accepted	

Action	DTF engaged consulting firm, AECOM, to assess the impact of the Gateway Review Process on improving the outcomes of completed projects. AECOM's report included a recommendation for an ongoing evaluation methodology which has since been developed and implemented.		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	June 2015

Agency	**Department of Treasury & Finance**		**2012–13**
Audit Report	**Public Asset Valuation**		
Date Tabled	17 April 2013		
Recommendation 7	The Department of Treasury & Finance should lead the process to develop comprehensive guidance for valuing physical non-current assets at fair value and include guidance on discount rates.		
Acceptance (current)	Partially accepted		
Action	DTF's view was that the Valuer-General Victoria (VGV), as the State's independent valuation authority with the relevant valuation expertise, was best placed to lead the development of comprehensive guidance for valuing non-current physical assets. DTF considered it inappropriate to lead the process, as it would impinge the VGV's independence and role. Instead, DTF collaborated with VGV and developed comprehensive guidance for valuing non-current physical assets at fair value, including guidance on the application of discount rates for valuing different types of assets. This was to ensure that VGV valuations would remain consistent with reporting requirements of the State's Financial Reporting Direction(s) in this area. The valuation guidance was acquitted by VAGO on 24 July 2015 and published on the VGV website at end of August 2015. DTF has created a link on DTF's website to the guidance material on VGV's website.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	July 2015

Agency	**Department of Treasury & Finance**		**2012–13**
Audit Report	**Public Asset Valuation**		
Date Tabled	17 April 2013		
Recommendation 8	The Department of Treasury & Finance should identify possible alternatives for assessing movements in asset values between formal revaluations.		
Acceptance (current)	Accepted		
Action	DTF, in consultation with the Valuer-General Victoria (VGV), has been exploring possible alternatives for assessing movements in asset values between formal (5-yearly) revaluations including: - review of the existing 40% threshold (from Financial Reporting Direction 103F Non-Financial Physical Assets) and potential impacts of lowering the threshold - feasibility of valuation alternatives eg use of indices, interim valuations - looking at other jurisdictions' policies and practices to assist in determining the costs and benefits of alternative approaches. The timeframe for completion of implementation was extended as further analysis and consultation with VGV were required to validate the strength of the 'business case' ie to ensure that the additional costs associated with potentially having to conduct more valuations as a result of lowering the 40% threshold would be outweighed by the benefits. It is anticipated that DTF will have recommendations for consideration by September 2015.		
Status	Substantially completed		
Date commenced	August 2014	**Date completed / due for completion**	September 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 1.1	That Department of Treasury & Finance improves its approach to selecting projects for inclusion in the High Value High Risk process by systematically reviewing projects between $5 million and $100 million to determine whether they should be subject to the High Value High Risk process through documented reviews of project risk assessments	
Acceptance (current)	Accepted	
Action	DTF has expanded the application of the Project Profile Model (PPM) to all projects above $5 million. The PPM is used to inform assessment of individual projects' risk profiles. Processes and documentation have been enhanced including establishment of a template to validate whether projects should be subject to High Value High Risk and to more clearly outline the rationale for the Department's risk assessment of projects.	
Status	Completed	

Date commenced	July 2014	**Date completed / due for completion**	February 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 1.2	That Department of Treasury & Finance improves its approach to selecting projects for inclusion in the High Value High Risk process by clarifying the criteria for selecting public projects that do not require Budget funding for inclusion in the High Value High Risk process	
Acceptance (current)	Accepted	
Action	Confirmation of the Government's position on the HVHR framework has been received and will inform future amendments to HVHR criteria. DTF is currently preparing a brief to the Treasurer proposing clarification the High Value High Risk (HVHR) criteria.	
Status	Substantially completed	

Date commenced	August 2014	**Date completed / due for completion**	September 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 1.3	That Department of Treasury & Finance improves its approach to selecting projects for inclusion in the High Value High Risk process by recommending that projects over $100 million selected under the government's unsolicited bids policy be subject to High Value High Risk processes	
Acceptance (current)	Accepted	
Action	DTF reviewed the 'Unsolicited Proposal Guidelines' including how the HVHR process could be applied to unsolicited proposals. This approach was agreed and is now published on the DTF website.	
Status	Completed	

Date commenced	July 2014	**Date completed / due for completion**	September 2014

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 2	That Department of Treasury & Finance develops assessment guidance and templates covering all High Value High Risk stages to improve the consistency, rigour and transparency of High Value High Risk reviews	
Acceptance (current)	Accepted	
Action	The HVHR Business Case Deliverability Assessment Guidance and Templates have been updated and provided to relevant analysts within the department. Procurement and contract assessment guidance and templates have been trialled and await final approval.	

Date commenced	July 2014	**Date completed / due for completion**	August 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 3.1	That Department of Treasury & Finance improves its administration of the High Value High Risk process by applying a standardised file structure for managing assessment documents and supporting evidence	
Acceptance (current)	Accepted	
Action	DTF has developed a standard file structure for HVHR projects (and more broadly for work undertaken in support of HVHR projects). The new file structure contains guidance material, templates, completed assessments, supporting evidence and documentation. DTF has also distributed supporting guidance on the new system including file naming conventions for HVHR projects.	
Status	Completed	

Date commenced	January 2015	**Date completed / due for completion**	March 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 3.2	That Department of Treasury & Finance improves its administration of the High Value High Risk process by developing and maintaining a comprehensive central register of High Value High Risk review activity by project and High Value High Risk process stage	
Acceptance (current)	Accepted	
Action	DTF has enhanced the central register of HVHR review activity to include additional information fields to better track projects throughout their lifecycle activities. Information will be updated on a quarterly basis as part of the existing quarterly asset reporting processes and more frequently when required.	
Status	Completed	

Date commenced	August 2014	**Date completed / due for completion**	June 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	

Recommendation 4.1	That Department of Treasury & Finance improves how it communicates with and informs departments by developing a structured approach to collating and sharing the lessons from all High Value High Risk reviews		
Acceptance (current)	Accepted		
Action	DTF has developed and implemented a formal approach to collating and sharing lessons learnt from HVHR reviews across the sector through the Infrastructure Policy Reference Group (IPRG). The IPRG first considered lessons learned from HVHR reviews in April 2015. DTF will share lessons learned through this forum on an ongoing basis.		
Status	Completed		
Date commenced	July 2014	Date completed / due for completion	April 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 4.2	That Department of Treasury & Finance improves how it communicates with and informs departments by completing an annual satisfaction survey of agencies that have been subject to High Value High Risk reviews	
Acceptance (current)	Accepted	
Action	DTF has drafted a satisfaction survey which is expected to be finalised by the end of September 2015. In addition, DTF is preparing a factsheet on the HVHR communication and engagement framework. This is a structured approach for DTF and departments to engage and share lessons learnt through formal and informal communication channels. The factsheet will also be finalised by end September.	
Status	Substantially completed	

Date commenced	January 2015	Date completed / due for completion	September 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 5	That Department of Treasury & Finance identifies potential conflicts of interests of reviewers and documents how these are mitigated.	
Acceptance (current)	Accepted	
Action	DTF has amended a number of guidance materials to include references to conflict of interest to ensure reviewers regularly address potential conflicts. DTF is also updating the existing internal conflict of interest form in consultation with the Procurement Resources Unit to ensure that reviewers identify conflicts of interest for HVHR projects. The updated internal conflict of interest form is expected to be finalised by the end of September 2015.	
Status	Substantially completed	

Date commenced	August 2014	Date completed / due for completion	September 2015

Agency	Department of Treasury & Finance	2013–14
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**	
Date Tabled	26 June 2014	
Recommendation 6	That Department of Treasury & Finance develops and applies an evaluation tool to measure the extent to which the High Value High Risk process is affecting project outcomes.	
Acceptance (current)	Accepted	

Action	DTF engaged consulting firm AECOM to assess the impact of the HVHR process. As part of their report, AECOM developed an evaluation tool to measure the extent to which the High Value High Risk process is affecting project outcomes.		
Status	Completed		
Date commenced	November 2014	**Date completed / due for completion**	April 2015

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**		
Date Tabled	26 June 2014		
Recommendation 7	That Department of Treasury & Finance provides greater assurance that High Value High Risk reviews comprehensively test compliance with its Investment Lifecycle and High Value High Risk Guidelines in areas critical for project deliverability.		
Acceptance (current)	Accepted		
Action	DTF is providing greater assurance that HVHR reviews comprehensively test compliance with its Investment Lifecycle and High Value High Risk Guidelines having amended a number of guidance materials to include references to the 'Investment Lifecycle and High Value High Risk Guidelines' (ILG). DTF has also amended the business case deliverability assessment template to include additional guidance from the ILG.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	April 2015

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Impact of Increased Scrutiny of High Value High Risk Projects**		
Date Tabled	26 June 2014		
Recommendation 8	That Department of Treasury & Finance checks that for complex, risky projects- particularly those involving information and communications technology transformations- the specialist skills needed to successfully manage, oversee and quality assure these projects have been assessed and acquired.		
Acceptance (current)	Accepted		
Action	DTF has amended the Business Case Deliverability Assessment guidance and template, increasing emphasis on skills and expertise of project teams. The updated guidance includes additional crosschecks for reviewers to consider whether project teams have conducted the appropriate processes for skills and resourcing, particularly for key ICT projects.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	April 2015

Agency	**Department of Treasury & Finance**	**2013–14**
Audit Report	**Implementation of the Government Risk Management Framework**	
Date Tabled	30 October 2013	
Recommendation 1	That the Department of Treasury & Finance works with Victorian Managed Insurance Authority to update the Victorian Government Risk Management Framework to clearly articulate minimum requirements that agencies need to meet to demonstrate that they are effectively managing risk-including improving the coverage of interagency and statewide risks, updating the attestation requirements and better describing its intent, purpose and key risk concepts.	
Acceptance (current)	Accepted	

Action	DTF worked with VMIA and completed the update of the Victorian Government Risk Management Framework (VGRMF). The updated VGRMF was signed off by the Minister for Finance in March 2015. The updated VGRMF clearly articulates minimum requirements that agencies need to meet to demonstrate that they are effectively managing risk—including improving the coverage of interagency and statewide risks. Updated attestation requirements will come into effect from 2016.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	March 2015

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Implementation of the Government Risk Management Framework**		
Date Tabled	30 October 2013		
Recommendation 2	That the Department of Treasury & Finance review progress in applying VAGO's 2007 audit recommendations and address those recommendations that have not yet been fully applied.		
Acceptance (current)	Accepted		
Action	DTF has reviewed and addressed the 2007 audit recommendations. All recommendations are now 'fully applied' through implementation of the updated VGRMF.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	March 2014

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Implementation of the Government Risk Management Framework**		
Date Tabled	30 October 2013		
Recommendation 5	That the Department of Treasury & Finance work with Victorian Managed Insurance Authority to develop, clearly communicate and monitor the effectiveness of a whole-of-government framework for managing interagency and statewide risks with the intended outcomes.		
Acceptance (current)	Accepted		
Action	This recommendation has been addressed the through implementation of the updated VGRMF.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	March 2015

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.1	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by documenting the essential planning work to justify the use of external resources, to identify and manage risks, and to determine a preferred procurement route		
Acceptance (current)	Accepted		

Action	DTF is addressing this recommendation through its transition to the new Victorian Government Purchasing Board (VGPB) supply framework which came into effect on 1 July 2013. The framework is underpinned by the procurement principles of value for money, probity, accountability and scalability.
	An end-to-end approach to the procurement life cycle in DTF is supported by processes which include comprehensive and holistic planning documentation, risk and benefits management and contract management.
	The framework is part of DTF's procurement reform program which comprises four phases over four years from 2013 to 2017: establishment, operationalisation, evaluation and improvement.
	Each year has an extensive program of activities which will see continuous improvement in procurement policies and practices. Phases 1 & 2 are complete.
Status	Partially completed

Date commenced	July 2014	**Date completed / due for completion**	July 2017

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.2	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by comprehensively documenting conflict of interest issues and always evaluating bids, providing greater clarity about progress and performance monitoring, and meeting mandatory records management requirements		
Acceptance (current)	Accepted		
Action	DTF is addressing this recommendation through its transition to the new Victorian Government Purchasing Board (VGPB) supply framework which came into effect on 1 July 2013. The framework is underpinned by the procurement principles of value for money, probity, accountability and scalability.		
	An end-to-end approach to the procurement life cycle in DTF is supported by processes which include comprehensive and holistic planning documentation, risk and benefits management and contract management.		
	The framework is part of DTF's procurement reform program which comprises four phases over four years from 2013 to 2017: establishment, operationalisation, evaluation and improvement.		
	Each year has an extensive program of activities which will see continuous improvement in procurement policies and practices. Phases 1 & 2 are complete.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2017

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.3	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by taking a more structured approach to managing engagements by documenting progress and performance to monitor and manage risks		
Acceptance (current)	Accepted		

Action	DTF is addressing this recommendation through its transition to the new Victorian Government Purchasing Board (VGPB) supply framework which came into effect on 1 July 2013. The framework is underpinned by the procurement principles of value for money, probity, accountability and scalability.
	An end-to-end approach to the procurement life cycle in DTF is supported by processes which include comprehensive and holistic planning documentation, risk and benefits management and contract management.
	The framework is part of DTF's procurement reform program which comprises four phases over four years from 2013 to 2017: establishment, operationalisation, evaluation and improvement.
	Each year has an extensive program of activities which will see continuous improvement in procurement policies and practices. Phases 1 & 2 are complete.
Status	Partially completed

Date commenced	July 2014	Date completed / due for completion	July 2017

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 1.4	That departments review and improve their policies and practices to adequately demonstrate the integrity of and value for money achieved through advisory engagements by completing post-implementation reviews of all engagements, commensurate with their size and complexity, to verify deliverables and the achievement of process integrity and value for-money outcomes		
Acceptance (current)	Accepted		
Action	DTF is addressing this recommendation through its transition to the new Victorian Government Purchasing Board (VGPB) supply framework which came into effect on 1 July 2013. The framework is underpinned by the procurement principles of value for money, probity, accountability and scalability.		
	An end-to-end approach to the procurement life cycle in DTF is supported by processes which include comprehensive and holistic planning documentation, risk and benefits management and contract management.		
	The framework is part of DTF's procurement reform program which comprises four phases over four years from 2013 to 2017: establishment, operationalisation, evaluation and improvement.		
	Each year has an extensive program of activities which will see continuous improvement in procurement policies and practices. Phases 1 & 2 are complete.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2017

Agency	**Department of Treasury & Finance**	**2013–14**
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 3	That the Department of Treasury & Finance describes in its response to this recommendation the steps it will take to verify the accuracy of departments' classification and reporting of consultancy expenditure.	
Acceptance (current)	Accepted	

Action	DTF has improved the reporting of consultancy and contractor expenditure at the departmental level, including through an updated Financial Reporting Direction which includes a revised definition of consultancy expenditure.
	This ensures there will be a sound basis for establishing baseline expenditure and to support the reporting of reliable data by departments into the future.
	DTF recognises the importance of its role in providing advice to the Government in relation to its financial commitments and expenditure policies and their implications. The Department will continue to oversee implementation of such policies, adopting review and assurance processes consistent with its central oversight role under the Financial Management Compliance Framework.
	DTF considers that attestations by Chief Financial Officers along with a review of overall departmental expenditure are appropriate review mechanisms to confirm their accuracy. Primary responsibility for compliance with Government policy, including expenditure policies, rests with individual agencies.

Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	February 2015

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 4	That the Department of Treasury & Finance as a matter of standard practice, verifies the basis of government's financial commitments, where these have not been informed by prior Department of Treasury & Finance input, and advises the government of the implications.		
Acceptance (current)	Accepted		
Action	As a matter of regular practice, when DTF becomes aware of a government commitment that is not informed by prior DTF input, DTF prepares appropriate advice for government on the policy, financial and budgetary implications of the commitment.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2014

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**Managing Consultants and Contractors**		
Date Tabled	12 June 2014		
Recommendation 6	That Departments collect and analyse the information needed to confirm that business units are complying with mandated policies and practices, and manage the risks to achieving value for money and maintaining process integrity.		
Acceptance (current)	Accepted		
Action	DTF has commenced a three pronged approach to compliance with mandated policies and practices:		
	- a rigorous internal audit program that will audit activities under each implementation year		
	- a comprehensive process of reporting through the governance structure of the department		
	- the engagement of the Procurement Resource Unit (PRU) with business units to support and guide them through the life of engagements.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2017

Agency	Department of Treasury & Finance		2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 2	The Department of Treasury & Finance should improve its existing public private partnership project oversight regime in the water sector to address gaps in implementation and seek ongoing assurance that water corporation boards are effectively managing contract performance.		
Acceptance (current)	Accepted		
Action	DTF and (the former) DEPI have designed a new 'Operational Water Infrastructure Oversight Reporting and Assurance Regime' which has been rolled out to the relevant water authorities.		
Status	Completed		
Date commenced	September 2013	**Date completed / due for completion**	March 2014

Agency	Department of Treasury & Finance		2013–14
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 7	The Department of Treasury & Finance should develop a best-practice approach to assessing value for money throughout the public private partnership contract operating period.		
Acceptance (current)	Accepted		
Action	The 'Partnerships Victoria Contract Guide' is currently being updated and is expected to be finalised by September 2015. The update has a focus on maintaining value for money as a key consideration in public private partnerships (PPP) contract management during the construction and operation phases of PPP projects.		

Status	Substantially completed		
Date commenced	September 2013	**Date completed / due for completion**	September 2015

Agency	Department of Treasury & Finance		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	DTF employs a more rigorous approach to completing the self-assessment report by including the annual network penetration test report.		
Status	Completed		
Date commenced	May 2014	**Date completed / due for completion**	July 2014

Agency	Department of Treasury & Finance		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		

Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		
Action	Risks to the department from third party service providers are mitigated through inclusion of terms and conditions in contracts designed to protect agency data. The department is working towards greater standardisation to ensure that security requirements with contracted services providers is applied more consistently. DTF will also act on guidance from from the Commissioner for Privacy and Data Protection.		
Status	Completed		
Date commenced	May 2014	Date completed / due for completion	April 2015

Agency	Department of Treasury & Finance		2013–14
Audit Report	WoVG Information Security Management Framework		
Date Tabled	27 November 2013		
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.		
Acceptance (current)	Accepted		
Action	DTF has joined the Asia-Pacific National Internet Centre and updated the list of DTF-owned IP addresses. This is now an ongoing management activity.		
Status	Completed		
Date commenced	December 2014	Date completed / due for completion	July 2015

Agency	Department of Treasury & Finance		2013–14
Audit Report	WoVG Information Security Management Framework		
Date Tabled	27 November 2013		
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.		
Acceptance (current)	Accepted		
Action	1: application whitelisting - DTF has engaged CenITex to implement application whitelisting.		
	2 & 3: patch management - CenITex has responsibility for patching operating systems and applications.		
	4: minimise administrative privileges - Restriction of administration privileges has been implemented through the recently rolled out Windows 7 standard operating environment.		
Status	Completed		
Date commenced	March 2015	Date completed / due for completion	July 2015

Agency	Department of Treasury & Finance		2013–14
Audit Report	WoVG Information Security Management Framework		
Date Tabled	27 November 2013		
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.		
Acceptance (current)	Accepted		

Action	DTF currently relies on two third-party service providers: NEC for the State Resource and Information Management System; and CenITex for workplace and hosting services. DTF has in place stringent processes for the on-boarding and off-boarding NEC staff. These processes include the allocation of administrative privileges/passwords to the application. CenITex is an internal government ICT supplier who manages multiple government departments and agencies. Part of the rationale for CenITex was to move to shared systems and infrastructure. It is not feasible for DTF to retain responsibility for managing and allocating passwords in a shared environment. For environments that are co-managed between CenITex and DTF, DTF retains responsibility for allocating and managing passwords to the application.
Status	Completed
Date commenced	December 2014	**Date completed / due for completion**	June 2015

Agency	**Department of Treasury & Finance**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.		
Acceptance (current)	Accepted		
Action	This is an ongoing process and part of DTF's business as usual processes. DTF engages a third party to perform annual penetration testing of DTF's internal and external systems to identify unpatched systems. DTF works with CenITex to resolve identified vulnerabilities, this work is completed annually. CenITex undertakes urgent updates immediately, other patches are undertaken quarterly. Latest updates will be rolled out mid September 2015.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	September 2015

Eastern Health

Agency	**Eastern Health**	**2012–13**
Audit Report	**Infection Prevention and Control in Public Hospitals**	
Date Tabled	12 June 2013	
Recommendation 3	That health services develop and implement targeted strategies to address persistent underperformance in hand hygiene compliance among relevant healthcare worker groups.	
Acceptance (current)	Accepted	
Action	A management strategy to address low hand hygiene compliance has been developed including the following actions: - Mandatory Hand Hygiene education for all staff across Eastern Health - The education package be available on Eastern Health learning platform (iLearn) - Hand Hygiene auditing in the ambulatory, community and mental health setting using a specific community audit tool - Moment 1 Audit developed to allow local auditing by Health Care Workers group using audit angel - Reporting of hand hygiene compliance to Executive Program and Unit level - Implement face to face education for patient support services staff - Program Director level driven improvement initiatives to reach DoH target for Hand Hygiene compliance in targeted areas and - Provision for 1 day Hand Hygiene Australia auditor couse to train front line level staff to undertake detailed local audits	

Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	**Eastern Health**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.		
Acceptance (current)	Accepted		
Action	Eastern Health refreshed the ICT strategy with the assistance of Deloitte being ' Great Digital Information: Tranforming Health Care into Great Health and Well Being' strategy. The full business case was presented in the Department of Treasury & Finance format.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	June 2014

Agency	**Eastern Health**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.		
Acceptance (current)	Accepted		
Action	Eastern Health has aligned its future ICT procurement in line with the key principles of the Victoria ICT Strategy. This occurred with the assistance of Deloitte		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	June 2015

Agency	**Eastern Health**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.		
Acceptance (current)	Accepted		
Action	A full Department of Treasury & Finance business case has been completed, identfying benefits and outcomes for the Electronic Medical Record (EMR) project. A plan exists for engaging an appropriate Program Manager. Clinical engagement has occurred including the appointment of both Chief Clinical and Chief Medical Officers. The appointment of independent Project Assurance and Risk officer for monitoring is underway.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	July 2015

Golden Plains Shire Council

Agency	Golden Plains Shire Council		2012–13
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 1	Councils should clearly identify and publicly report their sustainability challenges and associated strategies and actions, including how they will monitor, report and evaluate their effectiveness, using relevant and appropriate performance indicators.		
Acceptance (current)	Accepted		
Action	Council reports its sustainability challenges in a number of ways including: ☐ The budget document and community consultation process ☐ Strategic Resource Plan ☐ Annual Report ☐ Rating Strategy documentation ☐ Community Satisfaction Survey results ☐ Many Community Plans and Town Place Plans Council also reports in its other strategies, the likelihood of each strategic item being achieved and the budget implications. Other challenges around infrastructure are reported to the community in the 4 yearly infrastructure condition report and service level review. The new LG Performance Indicators will greatly enhance the monitoring and reporting of these challenges		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Golden Plains Shire Council		2012–13
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 2	Yarriambiack Shire Council should develop a long-term financial plan and all councils should update their existing plans in accordance with better practice.		
Acceptance (current)	Accepted		
Action	While we are not Yarriambiack Council as referred to above, we have completed the following: SRP and 10yr Plans updated Dec 2013. Annual update of both December 2014. Presentation to meet new standards. Council workshops and community consultation to commenced in October 2014. 10yr Plan and SRP reviewed during the annual budget cycle and adopted in June 15. Presentation of documents are in accordance with the Best Practice Model reports. Next revision of long term plans to commence in October 2015 with a community consultation and the impact of rate capping. Format compliant with Model reports that have been issued to all Councils.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	June 2015

Agency	Golden Plains Shire Council	2012–13
Audit Report	**Organisational Sustainability of Small Councils**	
Date Tabled	12 June 2013	

Recommendation 3.1	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including assessing overall service delivery levels to determine appropriate levels and provide the rationale for their decision		
Acceptance (current)	Accepted		
Action	Prepared a template for service standards and collected information. Prepared guidance templates for Best Value reviews on services. Developed a priority list of services to be reviewed. Commenced review process. Best Value data collection and reporting completed as part of 2015 Annual report in June 2015. Target list and reporting mechanisms established for 2015-16 year. Consultant engaged to assist with standardisation of process.		
Status	Completed		
Date commenced	November 2013	Date completed / due for completion	June 2015

Agency	Golden Plains Shire Council		2012–13
Audit Report	Organisational Sustainability of Small Councils		
Date Tabled	12 June 2013		
Recommendation 3.2	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including consulting with their communities on their ability and willingness to pay for desired services in the development of the council plan		
Acceptance (current)	Accepted		
Action	Community consultation during budget process. Regular meetings with two Ratepayer Groups. Consultation of service levels via Community Coordinators. Attend public meetings on topic. On-line surveys, newsletters, website. Further consultation during SRP review. Specific strategies and models placed on public exhibition which directly impact on the Council Plan. Use of social media to attract a wider response.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	June 2015

Agency	Golden Plains Shire Council		2012–13
Audit Report	Organisational Sustainability of Small Councils		
Date Tabled	12 June 2013		
Recommendation 3.3	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including developing a plan to regularly review all services over time		
Acceptance (current)	Accepted		
Action	Selection criteria established. Procedure manual developed. Priority list established. Time table for review prepared. Reviews commenced but limited by budget constraints. Assisted by shared procurement services offered by third parties and other service reviews undertaken by MAV and others. Process and procedure for documenting service reviews has been established and will be reported upon on an annual basis. Consultant engaged to document process for prioritising and recorded service reviews. Target list will be driven by impacts of rate capping in 2016-17.		
Status	Completed		
Date commenced	August 2014	Date completed / due for completion	June 2015

Greater Shepparton City Council

Agency	Greater Shepparton City Council		**2012–13**
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 9.3	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include details of how the effectiveness of their ratepayer engagement and communication activities will be assessed and reported		
Acceptance (current)	Accepted		
Action	GSCC operates with an annual marketing plan which details key community engagement and communication activities that will be undertaken during the financial year. The effectiveness of activities is evaluated, with outcomes reported internally to Executive and Councillors and externally to the community via the Annual Report and other channels such as print and online.

In developing its 2013–2017 Rating Strategy, GSCC utilised a Rating Strategy Reference Group (RSRG) to act as an advisory group, comprising 11 non-Council members representing the various categories of ratepayers.

The RSRG developed a discussion paper which was made available for public submissions. Two public information sessions were held to explain the Discussion Paper prior to the document being available for public feedback.

Based on the 20 submissions received from the public the RSRG revised its original recommendations for eventual adoption in the rating strategy, demonstrating the effectiveness of the engagement and communication activities. | | |
| **Status** | Completed | | |
| **Date commenced** | November 2012 | **Date completed / due for completion** | August 2013 |

Greyhound Racing Victoria

Agency	Greyhound Racing Victoria		**2013–14**
Audit Report	**Racing Industry: Grants Management**		
Date Tabled	28 November 2013		
Recommendation 7	That Greyhound Racing Victoria implement requirements for managing project records that are consistent with its procurement and contract management policies.		
Acceptance (current)	Accepted		
Action	The VAGO audit identified deficiencies in project documentation including evidence of decisions, completeness of project files and the basis for variations.

We have implemented a manual project file system with a checklist of key documents that must be maintained. We have implemented improved processes to record key decisions during all stages of the project including the initial design, tendering, approval and budget management. In early 2015 we initiated an independent review of project management processes using our major 2014/15 project as the base which identified a further need to improve project management documentation processes. We have identified a need to more clearly detail to our external contract managers the level of information / documentation they must provide to GRV, and better evidence our review of these documents. The learnings from the review / audit will be applied to our next project due to commence late 2015. | | |
| **Status** | Substantially completed | | |
| **Date commenced** | September 2013 | **Date completed / due for completion** | June 2016 |

Harness Racing Victoria

Agency	Harness Racing Victoria	2013–14
Audit Report	Racing Industry: Grants Management	
Date Tabled	28 November 2013	
Recommendation 8	That Harness Racing Victoria include in its procurement policy minimum requirements for market testing to confirm pricing and competition in areas of specialised supply for capital projects.	
Acceptance (current)	Accepted	
Action	Manager - Development and Infrastruture surveys annually other authorities in Australia to ensure that HRV is not exposure to any higher costs for those specialised contract services	
Status	Completed	

Date commenced	March 2015	Date completed / due for completion	March 2015

Agency	Harness Racing Victoria	2013–14
Audit Report	Racing Industry: Grants Management	
Date Tabled	28 November 2013	
Recommendation 9	That Harness Racing Victoria implement contracts for all capital project consulting services in accordance with its new contract management policy.	
Acceptance (current)	Accepted	
Action	HRV is fully complaint with its Procurement and tendering Procedures - 3.1 Last updated 22 February 2014	
Status	Completed	

Date commenced	February 2014	Date completed / due for completion	February 2014

Agency	Harness Racing Victoria	2013–14
Audit Report	Racing Industry: Grants Management	
Date Tabled	28 November 2013	
Recommendation 10	That Harness Racing Victoria establish grounds and standards of justification for exemptions from Development Fund Operating Guidelines and procurement policy and procedures.	
Acceptance (current)	Accepted	
Action	All exemptions from the VGBP Guidelines must be have a Procurement Exemption Form signed by Responsible Officer and Delegated Authority Manager. See Procurement and Tendering Policy v1 Released 22-2-2014	
Status	Completed	

Date commenced	February 2014	Date completed / due for completion	February 2014

Agency	Harness Racing Victoria	2013–14
Audit Report	Racing Industry: Grants Management	
Date Tabled	28 November 2013	
Recommendation 11	That Harness Racing Victoria implement requirements for managing project records that are consistent with its procurement and contract management policies.	
Acceptance (current)	Accepted	

Action	All project undertaken by HRV requires a project file to be established. In the project file the index is created for each project. The index tracks all documents required to be kept and each responsible officer sign off the index register to record the completion		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	September 2014

Hepburn Shire Council

Agency	**Hepburn Shire Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 1	That councils ensure future initiatives are soundly based, including clearly identifying expected benefits and costs and how they will be measured.		
Acceptance (current)	Accepted		
Action	Council's existing Project Brief and Project Management documentation was reviewed and updated to confirm that costs, benefits and methods of measuring outcomes are clearly identified prior to project approval. All major project proposals (not just shared services) require identification of benefits and costs, and explanation of how they will be measured.		
Status	Completed		
Date commenced	November 2014	**Date completed / due for completion**	September 2015

Agency	**Hepburn Shire Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 4	That councils develop and implement comprehensive monitoring, evaluation and reporting on shared services, supported by reliable baseline data and clear and measurable outcomes.		
Acceptance (current)	Accepted		
Action	Council's current systems for financial management and project development, management and reporting were reviewed and updated (where required) to fully implement the recommendation. Council's financial system is currently set up to enable baseline data for future shared services to be readily determined. Council's Project Brief template as part of our Project Management System was reviewed and updated to require the monitoring, evaluation and reporting of outcomes to be developed and implemented for all major projects (including shared services projects) prior to approval.		
Status	Completed		
Date commenced	November 2014	**Date completed / due for completion**	September 2015

Hobsons Bay City Council

Agency	**Hobsons Bay City Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 1	That councils ensure future initiatives are soundly based, including clearly identifying expected benefits and costs and how they will be measured.		
Acceptance (current)	Accepted		
Action	Have not been involved in any further shared services		

Status	-		
Date commenced		**Date completed / due for completion**	

Agency	**Hobsons Bay City Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 4	That councils develop and implement comprehensive monitoring, evaluation and reporting on shared services, supported by reliable baseline data and clear and measurable outcomes.		
Acceptance (current)	Accepted		
Action	Have not been involved in any further shared services		
Status	-		
Date commenced		**Date completed / due for completion**	

Hume City Council

Agency	**Hume City Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 1	That councils ensure future initiatives are soundly based, including clearly identifying expected benefits and costs and how they will be measured.		
Acceptance (current)	Accepted		
Action	Since the Audit, Council has not been party to any new Shared Services Initiative, however should Council undertake a shared service,then prior to its development it will be soundly based on reliable baseline data with clear measures of benefits and costs.		
Status	-		
Date commenced		**Date completed / due for completion**	

Agency	**Hume City Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		
Date Tabled	28 May 2014		
Recommendation 4	That councils develop and implement comprehensive monitoring, evaluation and reporting on shared services, supported by reliable baseline data and clear and measurable outcomes.		
Acceptance (current)	Accepted		
Action	Since the Audit being performed, Council has not participated in any new shared service, however accepts the need for well developed monitoring, evaluation and reporting should a shared service be undertaken.		
Status	-		
Date commenced		**Date completed / due for completion**	

Latrobe City Council

Agency	**Latrobe City Council**		**2013–14**
Audit Report	**Shared Services in Local Government**		

Date Tabled	28 May 2014	
Recommendation 1	That councils ensure future initiatives are soundly based, including clearly identifying expected benefits and costs and how they will be measured.	
Acceptance (current)	Accepted	
Action	Latrobe City are still in the discovery phase of future Shared Service opportunities in the Gippsland Region under the guidance of the Gippsland Local Government Network (GLGN).	
Status	-	
Date commenced		**Date completed / due for completion**	

Agency	**Latrobe City Council**	**2013–14**
Audit Report	**Shared Services in Local Government**	
Date Tabled	28 May 2014	
Recommendation 4	That councils develop and implement comprehensive monitoring, evaluation and reporting on shared services, supported by reliable baseline data and clear and measurable outcomes.	
Acceptance (current)	Accepted	
Action	Latrobe City are still in the discovery phase of future Shared Service opportunities in the Gippsland Region under the guidance of the Gippsland Local Government Network (GLGN).	
Status	-	
Date commenced		**Date completed / due for completion**	

Metropolitan Fire and Emergency Services Board

Agency	**Metropolitan Fire and Emergency Services Board**	**2012–13**
Audit Report	**Management of Unplanned Leave in Emergency Services**	
Date Tabled	06 March 2013	
Recommendation 5	The Metropolitan Fire and Emergency Services Board should strengthen performance management of firefighter managers and reduce the financial disincentive to more effectively manage personal unplanned leave.	
Acceptance (current)	Accepted	
Action	The current Operational Staff and Assistant Chief Fire Officer Enterprise Agreements do not have provision for performance management. MFB has sought to negotiate provisions in its new enterprise agreements which will assist in improving attendance and increasing line management accountability. MFB's application to terminate the 2010 enterprise agreements was unsuccessful and dismissed by FWA in November 2015. Bargaining for new agreements commenced in 2013. Negotiations have been difficult, however bargaining is ongoing.	
Status	Partially completed	
Date commenced	March 2013	**Date completed / due for completion**	December 2015

Agency	**Metropolitan Fire and Emergency Services Board**	**2012–13**
Audit Report	**Management of Unplanned Leave in Emergency Services**	
Date Tabled	06 March 2013	
Recommendation 6	The Metropolitan Fire and Emergency Services Board should provide operational commanders, senior station officers and station officers with regularly updated information on the personal unplanned leave of firefighters in their teams.	

Acceptance (current)	Accepted		
Action	IT improvements have been achieved which have enabled new reports (including Individual and Commanders' Leave Taken Reports). MFB has sought to introduce these in accordance with enterprise agreement consultation requirements. They were first proposed to the UFU Consultative Committee in June 2014 and were not agreed however partial implementation occurred with the Individual leave reports commencing on 15 September 2014 to all employees. These continue to be distributed monthly. A comprehensive Commanders' leave report is finalised and has been before the Consultative Committee since December 2014. The UFU has requested the formation of an Attendance Management Working Party (May 2015). There has been much interaction between the parties and discussion at each Consultation Committee but unfortunately the parties have not yet reached agreement. In the interim the new monthly management report is being distributed to all Executive Leadership Team members and corporate executives monthly.		
Status	Substantially completed		
Date commenced	March 2013	Date completed / due for completion	December 2015

Agency	Metropolitan Fire and Emergency Services Board		2012–13
Audit Report	**Management of Unplanned Leave in Emergency Services**		
Date Tabled	06 March 2013		
Recommendation 10	The Metropolitan Fire and Emergency Services Board should continue to strengthen human resource management processes and controls to reduce avoidable overtime costs.		
Acceptance (current)	Accepted		
Action	In relation to human resource management processes and controls to reduce avoidable overtime costs, management has initiated the following activities: 1. Developed guidance notes on various human resources and payroll processes 2. Developed a report template to improve management's oversight on unplanned leave 3. Drafted guides, interview notes and training materials to assist Commanders to hold attendance conversations with operational staff. Commander training materials/scripts were presented to the November 2014 UFU/MFB Consultative Committee. The UFU have raised a number of queries which have been responded to. As at May 2015 the UFU has sought the formation of an Attendance Management Working Party to deal with the Commander materials. There has been much interaction between the parties and discussion at each Consultation Committee but unfortunately the parties have not yet reached agreement.		
Status	Substantially completed		
Date commenced	March 2013	Date completed / due for completion	December 2015

Metropolitan Planning Authority

Agency	Metropolitan Planning Authority	2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**	
Date Tabled	21 August 2013	
Recommendation 1	That the Growth Areas Authority, in consultation with state transport agencies, finalise development of effective arrangements for transparently acquitting the Precinct Structure Plan guidelines and related transport requirements.	
Acceptance (current)	Accepted	

Action	The Growth Areas Authority (now known as the Metropolitan Planning Authority) has developed an internal checklist which is completed for each Precinct Structure Plan (PSP). The checklist contains all the standards from the PSP Guidelines, including the transport requirements. The checklist is in use at present, and will be formally incorporated into the PSP Guidelines when these are revised (revision is in progress, and planned for completion by June 2016).		
Status	Substantially completed		
Date commenced	August 2013	Date completed / due for completion	June 2016

Agency	Metropolitan Planning Authority		2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**		
Date Tabled	21 August 2013		
Recommendation 3.1	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement a statewide framework for prioritising the delivery of transport infrastructure that reconciles broader statewide priorities against the needs of growth areas		
Acceptance (current)	Accepted		
Action	The Growth Areas Authority (now known as the Metropolitan Planning Authority) supports the recommendation and understands that the Department of Economic Development Jobs Transport and Resources will take the lead on developing a framework. We anticipate that our role in this activity will be primarily advisory.		
Status	-		
Date commenced		Date completed / due for completion	

Agency	Metropolitan Planning Authority		2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**		
Date Tabled	21 August 2013		
Recommendation 3.2	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an implementation and funding strategy incorporating alternative financing options and innovative solutions to systematically address the transport backlog and meet the future needs of growth areas		
Acceptance (current)	Accepted		
Action	The Growth Areas Authority (now known as the Metropolitan Planning Authority) supports the recommendation and understands that the Department of Economic Development Jobs Transport and Resources will take the lead in developing a strategy. We anticipate our role in this area will be primarily advisory. We note that there are some initiatives underway that partially address this recommendation. GAIC Work-in-Kind guidelines have been developed to enable the development industry to deliver state infrastructure by providing land and/or capital infrastructure the value of which are offset against their GAIC liabilities. The Better Roads Victoria Trust Account will also provide some funding for roads in outer suburban communities.		
Status	-		
Date commenced		Date completed / due for completion	

Agency	Metropolitan Planning Authority		2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**		
Date Tabled	21 August 2013		

Recommendation 3.3	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an associated monitoring and evaluation framework to assess whether the progressive delivery of transport infrastructure and services in growth areas is being achieved as planned and has been effective		
Acceptance (current)	Accepted		
Action	The Growth Areas Authority (now known as the Metropolitan Planning Authority) supports the recommendation and understands that the Department of Economic Development Jobs Transport and Resources will take the lead on developing a framework. The Authority is also developing a process for reviewing Precinct Structure Plans (PSPs) after five years to assess their status. As part of this review, the delivery of transport infrastructure and services in each PSP will be assessed. A monitoring framework is also being developed for Plan Melbourne under initiative 7.5. This will monitor the implementation of transport initiatives in Plan Melbourne. The monitoring framework is currently on hold while Plan Melbourne is being reviewed.		
Status	Partially completed		
Date commenced	October 2014	Date completed / due for completion	December 2016

Monash Health

Agency	Monash Health		2012–13
Audit Report	Consumer Participation in the Health System		
Date Tabled	10 October 2012		
Recommendation 3	That health services review and improve service delivery for culturally and linguistically diverse consumers, including the provision of interpreters.		
Acceptance (current)	Accepted		
Action	1) Cultural training provided across sites in partnership with external organisations and other groups on request. This training is delivered by our Monash Health Community and Language Services teams. Patient Centered Care training has a cultural diversity focus. 2) Reviewed the attendance list from the Open Board meeting as well as known community leaders in the diverse community and establish relationships to explore how we can collaborate and work together. 3) Monash Health has developed a Culturally Diversity Plan that aligns with the Monash Health Strategic Plan and also provides a practical framework that reflects the core principles for partnering with our culturally diverse community to improve health outcomes. 4) Implemented a language and translation services model to ensure equity of access to language services. 5) A pilot project commenced in 2015 employing a Care Coordinator to work specifically with our ageing culturally diverse community.		
Status	Substantially completed		
Date commenced	January 2013	Date completed / due for completion	March 2016

Murrindindi Shire Council

Agency	Murrindindi Shire Council	2012–13
Audit Report	Rating Practices in Local Government	
Date Tabled	20 February 2013	
Recommendation 7	Councils should periodically conduct a comprehensive review of their rating strategies.	
Acceptance (current)	Accepted	
Action	New audit strategy adopted by Council in March 2015.	

Status	Completed		
Date commenced	February 2013	**Date completed / due for completion**	March 2015

Agency	**Murrindindi Shire Council**		**2012–13**
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 9.3	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include details of how the effectiveness of their ratepayer engagement and communication activities will be assessed and reported		
Acceptance (current)	Accepted		
Action	As a part of adopting its new rating strategy, Council consulted widely in the community receiving numerous pieces of feedback and holding a well-attended town hall meeting. Council will also include updated FAQs that are distributed with each rates notice as well as featuring this information on its website.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	March 2015

Museum Victoria

Agency	**Museum Victoria**		**2012–13**
Audit Report	**Collections Management in Cultural Agencies**		
Date Tabled	24 October 2012		
Recommendation 2.1	The agencies should expedite finalisation of strategies to guide digitization activity		
Acceptance (current)	Accepted		
Action	Museum Victoria response:		
	Museum Victoria advised that both its digitisation strategy and plan are expected to be formally endorsed in the second half of 2015.		
	VAGO finding:		
	At the time of tabling, Museum Victoria had not yet finalised its overarching digitisation strategy or plan but identified digitisation as a priority in its strategic and business plan. Even though these documents had not been formally approved, digitisation activity has still progressed. We consider this action completed.		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	December 2015

Agency	**Museum Victoria**		**2012–13**
Audit Report	**Collections Management in Cultural Agencies**		
Date Tabled	24 October 2012		
Recommendation 4.1	The agencies should gather comprehensive condition information to better inform the allocation of conservation resources		
Acceptance (current)	Accepted		

Action	Museum Victoria response:
	Museum Victoria has a Collection Risk Assessment and Management (CRAM) initiative in place. The initiative started in September 2011 and is a preventative conservation program designed to determine the condition of the collection against 10 agents of deterioration.
	CRAM is overseen by a project team and results are reported to executive management and the finance, audit and risk committee. Museum Victoria also has an annual program of condition surveys of parts of the collection.
	VAGO finding:
	This initiative and program serves to better inform the allocation of conservation and other collection care resources and manage the quality of the collection. We consider this action completed.
Status	Completed
Date commenced	September 2011	**Date completed / due for completion**	August 2015

North East Water

Agency	**North East Water**		**2013–14**
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 1.1	The water corporations should routinely and regularly report to their boards on contract performance, including realisation of anticipated benefits		
Acceptance (current)	Accepted		
Action	West Wodonga Waste Water treatment facility PPP contract terminated North East Water has resumed operations.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	August 2012

Agency	**North East Water**		**2013–14**
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 1.2	The water corporations should routinely and regularly report to their boards on contract performance, including financial performance		
Acceptance (current)	Accepted		
Action	West Wodonga Waste Water treatment facility PPP contract terminated North East Water has resumed operations.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	August 2012

Agency	**North East Water**		**2013–14**
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 1.3	The water corporations should routinely and regularly report to their boards on contract performance, including effectiveness of risk management		
Acceptance (current)	Accepted		
Action	West Wodonga Waste Water treatment facility PPP contract terminated North East Water has resumed operations.		

Status	Substantially completed		
Date commenced	August 2012	**Date completed / due for completion**	August 2012

Agency	**North East Water**		**2013–14**
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 4	The water corporations should revise their contract administration manuals to comply with Partnerships Victoria's Contract Management Guide.		
Acceptance (current)	Accepted		
Action	West Wodonga Waste Water treatment facility PPP contract terminated North East Water has resumed operations.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	August 2012

Agency	**North East Water**		**2013–14**
Audit Report	**Operating Water Infrastructure Using Public Private Partnerships**		
Date Tabled	21 August 2013		
Recommendation 5	The water corporations should improve their risk management frameworks for each public private partnership project to systematically identify, mitigate and report on risks.		
Acceptance (current)	Accepted		
Action	West Wodonga Waste Water treatment facility PPP contract terminated North East Water has resumed operations.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	August 2012

Office of Public Prosecutions

Agency	**Office of Public Prosecutions**	**2013–14**
Audit Report	**Asset Confiscation Scheme**	
Date Tabled	04 September 2013	
Recommendation 6	The Office of Public Prosecutions should develop a performance framework, independent of the Scheme, to enable the Office of Public Prosecutions' management to assess the performance of the Proceeds of Crime directorate.	
Acceptance (current)	Accepted	
Action	The OPP has developed and documented a comprehensive Proceeds of Crime (POC) Performance Framework which establishes an ongoing, systematic approach to improving results through evidence-based decision making, continuous learning, and a focus on accountability for performance. Performance management and reporting processes have been integrated into the POC directorate's management so that the directorate is focused on achieving improved results for the organisation, and for key stakeholders. A POC Performance Report provides a bi-annual snapshot of outputs and activities, together with the directorate manager's analysis comments and interpretation of directorate outputs and trends. The POC Performance Framework, and the associated POC Reporting Template incorporate processes for reporting of engagement with key internal (OPP) and external stakeholders (ACS, CPS, DoJ, and Courts) in order to allow POC to identify and to assess the impact and effect of broader sector cooperation, initiatives, and priorities on its work and priorities.	

Status	Substantially completed		
Date commenced	January 2014	Date completed / due for completion	December 2015

Agency	Office of Public Prosecutions	2013–14
Audit Report	Asset Confiscation Scheme	
Date Tabled	04 September 2013	
Recommendation 7	The Office of Public Prosecutions should implement quality assurance processes around data and databases.	
Acceptance (current)	Accepted	
Action	Existing OPP case management systems do not automatically capture all performance information required by the Proceeds of Crime directorate (POC). A new case management system is under development and is specified with workflows and data collection capabilities to allow POC to efficiently capture and report on all relevant outputs and timeliness measures for cases managed. In the interim, POC staff have developed an Excel spreadsheet containing additional information about performance, including output based and timeliness data. POC staff review and update existing POC databases (PRISM, CARS and Excel) weekly, and data is regularly crosschecked to ensure alignment and consistency. The reconciliation and quality assurance processes are documented, as is the workflow governing the management and reporting of POC data. The POC Performance Framework, and the associated POC Reporting Template govern the use and reporting of data.	
Status	Completed	

Date commenced	September 2013	Date completed / due for completion	June 2014

Agency	Office of Public Prosecutions	2013–14
Audit Report	Asset Confiscation Scheme	
Date Tabled	04 September 2013	
Recommendation 17	The Office of Public Prosecutions should develop strategic and operational plans, linked to those of the Asset Confiscation Scheme and other Asset Confiscation Scheme agencies.	
Acceptance (current)	Accepted	
Action	The POC annual Business Plan was finalised and implemented for the 2014–15 year with identified activities and targets aligned with OPP strategic goals. The Business Plan is subject to bi-annual review and reporting to the OPP Executive on progress against Business Plan activities. The POC Performance Framework document records the interrelationship between operational business priorities, business objectives and POC operational outputs and reporting, and the ACS strategic and operational planning and reporting framework. The POC Performance Framework forms part of, and informs the broader strategic and business planning cycle of the OPP. The POC Performance Framework identifies relevant measures and indicators to assess POC progress in meeting strategic and business objectives. POC activities and outputs are monitored and reported to the OPP Executive on a regular basis to allow for the systematic and continuous review of directorate outputs, activities, and initiatives.	
Status	Completed	

Date commenced	January 2014	Date completed / due for completion	July 2014

Parks Victoria

Agency	Parks Victoria	2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**	
Date Tabled	26 June 2013	
Recommendation 3	The Department of Environment and Primary Industries, the Environment Protection Authority and Parks Victoria should improve the documentation of the information and processes used to select performance indicators and output measures.	
Acceptance (current)	Accepted	
Action	An Annual Planning Guideline has been established, which details the process for developing, selecting and reviewing publicly reported performance indicators and output measures. This process relies on linking performance indicators and output measures to PV strategic objectives.	
Status	Completed	
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Parks Victoria	2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**	
Date Tabled	26 June 2013	
Recommendation 4	The Department of Environment and Primary Industries, the Environment Protection Authority and Parks Victoria should: assess annually how performance reporting practices comply with organisational standards, and conduct detailed biennial reviews to evaluate the adequacy of key performance indicators and output measure controls, data systems processes and controls, and development of performance reports.	
Acceptance (current)	Accepted	
Action	A process of continuous improvement exists for the performance reporting process. Specified in the Annual planning guideline, this includes the effectiveness and efficency of reporting practices, relevance of key performance indicators and output measures, data systems, processes and controls, and the adequacy and appropriateness of performance reports. Assessment of Key Performance Indicators forms part of the annual Corporate and Business Planning process, thus are reviewed annually for adequacy.	
Status	Completed	
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	Parks Victoria	2012–13
Audit Report	**Environment and Sustainability Sector: Performance Reporting**	
Date Tabled	26 June 2013	
Recommendation 5	The Department of Environment and Primary Industries and Parks Victoria should improve the documentation of standardised and centrally managed records to include more complete descriptions, definitions, and rationale of data for all publicly reported indicators and output measures.	
Acceptance (current)	Accepted	
Action	The Annual Planning Guideline includes a template for KPI measurement methodology, and also details data capture and storage requirements for publicly reported indicators and measures. Furthermore, management have documented the sources of data which will be utilised to report against publicly reported indicators and measures.	

Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Agency	**Parks Victoria**		**2012–13**
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 6	The Department of Environment and Primary Industries and Parks Victoria should develop minimum standards for performance data collection, management, analytical processes and systems, and monitor compliance with these standards.		
Acceptance (current)	Accepted		
Action	PV have developed standards for performance data collection, management and analytical processes and systems. These processes have been adequately documented within the Annual Planning Guideline, however management were not able to demonstrate how these processes have been fully embedded into consistent practice and as such, compliance monitoring has also not commenced.		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2016

Agency	**Parks Victoria**		**2012–13**
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 7	The Department of Environment and Primary Industries and Parks Victoria should develop and document detailed quality assurance standards for performance data collection and collation processes, and monitor compliance with these standards.		
Acceptance (current)	Accepted		
Action	The Annual Planning Guideline incudes requirements for assigning accountability with regard to quality assurance standards for performance data collection and collation processes. However, the guideline does not address specific procedures for manual data collection and collation processes, nor have these been implemented. As such, this action remains open.		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2016

Agency	**Parks Victoria**		**2012–13**
Audit Report	**Environment and Sustainability Sector: Performance Reporting**		
Date Tabled	26 June 2013		
Recommendation 8	The Department of Environment and Primary Industries and Parks Victoria should clarify the specific tasks and responsibilities of staff at all levels responsible for report development roles, and specify the checks and approvals that are required.		
Acceptance (current)	Accepted		
Action	The Corporate and Business Plan development procedure specifies the roles and responsibilities of all stakeholders (lead and other accountable stakeholders) in the development of the Corporate and Business Plan. Individuals (program and project managers) are assigned accountability for the achievement of indicators specified in the Corporate and Business Plan.		

Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Peninsula Health

Agency	**Peninsula Health**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.		
Acceptance (current)	Accepted		
Action	A draft Peninsula Health ICT Plan has been developed. The major ICT project under this plan has had a detailed business case undertaken consistent with the DTF guidelines. There has been no further clinical ICT investments to date and any investments will be reviewed by a broadly based e Health committee and have a business case undertaken with articulated benefits.		
Status	Substantially completed		
Date commenced	October 2013	**Date completed / due for completion**	December 2013

Agency	**Peninsula Health**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.		
Acceptance (current)	Accepted		
Action	Development of the Peninsula Health ICT strategy recognizes the Victorian ICT Strategy and the Statewide Health ICT Strategic Framework released in January 2015. The final Peninsula Health strategy will be consistent with that strategy.		
Status	Partially completed		
Date commenced	January 2015	**Date completed / due for completion**	October 2015

Agency	**Peninsula Health**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.		
Acceptance (current)	Accepted		
Action	Have appointed a Chief Medical Information officer to formalize medical engagement for new clinical ICT projects. This position and other clinical involvement have been important in developing the Peninsula Health ICT Strategic Plan. This plan is currently in draft.		

Status	Substantially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Peter MacCallum Cancer Centre

Agency	**Peter MacCallum Cancer Centre**		**2012–13**
Audit Report	**Consumer Participation in the Health System**		
Date Tabled	10 October 2012		
Recommendation 1	That health services involve consumers in the design and review of consumer information.		
Acceptance (current)	Accepted		
Action	Framework and procedure in place for creation and redevelopment of consumer information that includes: - A Consumer Literacy Education and Evaluation Group (CLEEG) who collaborate and review consumer information including edit/suggestions for improvment across multiple mediums. - A consumer developed patient information evaluation form that consists of 35 factors for assessment to ensure 'fit for purpose'. - (Re)developments are overseen by respective discipline committee(s). These committees maintain consumer members and are instrumental in participating in these (re)works. - Requests for developers to test information at ground level by engaging, where viable, a sample of the target patient population to review and provide feedback on userability of respective patient information. - All (re)works evaluated by two consumers from the CLEEG and scores/findings related back to developers for consideration with required response back to the evaluators.		
Status	Completed		
Date commenced	August 2013	**Date completed / due for completion**	June 2015

Agency	**Peter MacCallum Cancer Centre**		**2012–13**
Audit Report	**Consumer Participation in the Health System**		
Date Tabled	10 October 2012		
Recommendation 2	That health services make sure consumers receive and understand basic health service information.		
Acceptance (current)	Accepted		
Action	Consumers receive health information throughout their cancer journey at Peter Mac. The distribution of information is aligned to their needs at their respective journey points. Auditing of the receipt and understanding of health is included and implemented via the revised Bedside Audit Tool and Patient Experince survey. - Health service information is prepared and delivered in accordance to best-practice health literacy conventions to aid comprehension and userability. The Bedside Audit Tool performed quarterly and the Patient Experience survey is undertaken monthly.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	June 2015

Agency	**Peter MacCallum Cancer Centre**		**2012–13**
Audit Report	**Consumer Participation in the Health System**		
Date Tabled	10 October 2012		

Recommendation 3	That health services review and improve service delivery for culturally and linguistically diverse consumers, including the provision of interpreters.
Acceptance (current)	Accepted
Action	A position of Aboriginal health Services Officer has been established to ensure there is a link between the community and the health service. 2) Patient charter information has been translated into five languages. 3) A house interpreter has been employed for high usage Mandarin,Cantonese and Vietnamese. Phone on call interpreters available for other languages. 4) Patients have access on internet to relevant cancer translations using the publications of the Cancer Council. Patient information translated into multiple languages from subject specialists e.g Blood Matters and available to patients and carers. 5) Interpreter meal menus in 3 languages; Greek, Vietnamese and Mandarin 6) Clinical trials enable access to trials for CALD patients 7)Consumer feedback cards available in top five languages for patients and carers. Information is translated and fedback to executive and local areas.
Status	Completed
Date commenced	August 2013	Date completed / due for completion	December 2015

Agency	Peter MacCallum Cancer Centre		2012–13
Audit Report	Consumer Participation in the Health System		
Date Tabled	10 October 2012		
Recommendation 5	That health services provide consumer participation training and development for clinical, middle management and executive level staff.		
Acceptance (current)	Accepted		
Action	Clinical leaders, senior managers and the workforce are trained in patient centred care and in engaging patients, carers and consumers in their care. Staff education resources include: understanding and responding to patient and carer feedback; providing patient care from the consumer perspective; the principles of consumer and community engagement; understanding and supporting engagement in health. Patient and consumer feedback is collected and analysed and presented at Executive and Board Committees and used to inform additional training and development opportunities. Twenty seven staff members have been trained as 'champions' in consumer and community participation with another 50 Peter Mac 'champions' planned to undertake training in Sept/Oct 2015.		
Status	Substantially completed		
Date commenced	August 2013	Date completed / due for completion	December 2015

Agency	Peter MacCallum Cancer Centre	2012–13
Audit Report	Consumer Participation in the Health System	
Date Tabled	10 October 2012	
Recommendation 6	That health services increase and diversify consumer participation in strategic planning, staff training, and evaluation activities.	
Acceptance (current)	Accepted	

Action	-Peter Mac has embarked on an innovative program of work to develop a process of engaging and working together with our community. Significant community stakeholder engagement has occurred with key cancer community advocacy groups, patients, carers, consumer representatives and members, and staff via a 'Listening to and Learning from' Forum designed to inform and develop Peter Mac's ongoing consumer engagement strategy and community participation plan. A further 22 community events are planned for Sept/Oct/Nov 2015 with healthcare providers, multi-cultural groups, regional and rural stakeholders, and patients, carers and consumers to provide broader community input into Peter Mac's consumer engagement strategy, service planning, training and evaluation.		
Status	Substantially completed		
Date commenced	August 2013	**Date completed / due for completion**	December 2015

Agency	**Peter MacCallum Cancer Centre**	**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**	
Date Tabled	30 October 2013	
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.	
Acceptance (current)	Accepted	
Action	• The major clinical ICT investment request since Oct 2013 is the development of a business case for the implementation of an electronic Medical Records solution across the precinct in collaboration with Melbourne Health, Royal Women's Hospital and Peter Mac. The business case was submitted to the Dept of Health and was developed utilising the DTF guidelines. It has since undergone a gate review and recommended actions are being progressed. • Peter Mac has also implemented framework and procedures to ensure all ICT project of substantial investment require a comprehensive business case outlining benefits and outcomes. Further work is required to embed DTF guidelines into Peter Mac processes.	
Status	Partially completed	
Date commenced	March 2014	**Date completed / due for completion**

Agency	**Peter MacCallum Cancer Centre**	**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**	
Date Tabled	30 October 2013	
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.	
Acceptance (current)	Accepted	
Action	• Since Oct 2013, a number of the ICT procurements strategies were already determined in relation to the building ICT projects. • All other Peter Mac ICT projects are undergoing appropriate procurement processes and the most appropriate approach is considered. The current ICT procurements and are a mixture of capital purchases and software as a service. • Further work is required to review and update the Peter Mac ICT framework and processes to specifically reflect the key principles of Victoria's ICT strategy.	
Status	Partially completed	
Date commenced	March 2014	**Date completed / due for completion**

The Date completed / due for completion for Recommendation 4 and 5 is December 2016.

Agency	Peter MacCallum Cancer Centre		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.		
Acceptance (current)	Accepted		
Action	• Peter Mac ICT programme of work is currently focused on replacement of end of life departmental systems, preparation for moving to the new building in Parkville and changes to existing ICT systems to support the new clinical services operating model in the precinct. • Peter Mac has recently employed an IMCT Change Manager for the life of the above programme to assist with providing the appropriate expertise to implement the changes and ensure clinical engagement and leadership to achieve the required outcome. • Major challenge is sourcing the expertise of appropriate skilled resources to ensure an effective outcome within the available funding that health services can afford.		
Status	Partially completed		
Date commenced	December 2014	**Date completed / due for completion**	December 2016

Port of Melbourne Corporation

Agency	Port of Melbourne Corporation		2012–13
Audit Report	**Port of Melbourne Channel Deepening Project: Achievement of Objectives**		
Date Tabled	14 November 2012		
Recommendation 1	The Port of Melbourne Corporation, in consultation with the Department of Transport, should review the impact of the global financial crisis on the expected timing and quantum of future economic benefits from the Channel Deepening Project.		
Acceptance (current)	Accepted		
Action	PoMC has undertaken a review of the impact of the Global Financial Crisis on the Channel Deepening Project in consultation with the Department of Economic Development, Jobs, Transport & Resources.		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	March 2015

Agency	Port of Melbourne Corporation		2012–13
Audit Report	**Port of Melbourne Channel Deepening Project: Achievement of Objectives**		
Date Tabled	14 November 2012		
Recommendation 2	The Port of Melbourne Corporation, in consultation with the Department of Transport, should review existing Channel Deepening Project critical success factors/metrics and expedite development of a benefits management plan and related strategies for optimising the achievement of Channel Deepening Project objectives and future benefits.		
Acceptance (current)	Accepted		
Action	PoMC completed a Benefits Management Plan (BMP) which included a review of the original Channel Deepening Project (CDP) Business Case Critical Success Factors (and associated metrics) by which the benefits of the CDP were to be measured and monitored.		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	March 2015

Agency	Port of Melbourne Corporation		2012–13
Audit Report	**Port of Melbourne Channel Deepening Project: Achievement of Objectives**		
Date Tabled	14 November 2012		
Recommendation 3	The Port of Melbourne Corporation, in consultation with the Department of Transport, should commencing from 2014, implement regular and timely benefits reviews/reporting to the corporation's board, executive management and the Department of Transport, against the benefits management plan.		
Acceptance (current)	Accepted		
Action	The Channel Deepening Project Benefits Management Plan includes the collection of data on an annual basis and formal reporting and review every five years, effective 30 June 2015.		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	March 2015

Public Transport Victoria

Agency	Public Transport Victoria		2012–13
Audit Report	**Fare Evasion on Public Transport**		
Date Tabled	29 August 2012		
Recommendation 1	Public Transport Victoria should develop survey-based estimates of fare evasion across regional public transport.		
Acceptance (current)	Accepted		
Action	V/Line commuter train services continue to be included in the Fare Compliance Surveys, with the May 2015 results for regional train showing 93.9 per cent of customers pay for their travel. A bus component of the annual Network Revenue Protection Plan is being developed, covering both metropolitan and regional buses. A pilot survey on regional myki-enabled buses was undertaken in November 2014 and is being used as an input to this work. The plan will be developed for implementation from 1 January 2016.		
Status	Completed		
Date commenced	September 2012	**Date completed / due for completion**	November 2014

Agency	Public Transport Victoria		2012–13
Audit Report	**Fare Evasion on Public Transport**		
Date Tabled	29 August 2012		
Recommendation 2	Public Transport Victoria should review the cost-effectiveness of ticketing enforcement on Melbourne's trains, trams and buses and on regional public transport.		
Acceptance (current)	Accepted		
Action	An additional 78 Multi-Modal Authorised Officers (MMAOs) were added to the network, commencing in stages from mid-2014. The MMAOs are deployed across the network, with a particular focus on buses. They also work on the regional network. Since their introduction, fare compliance on the metropolitan network has increased from 91.3 per cent in May 2014 to 95.0 per cent in May 2015. This is the highest rate of fare compliance since surveys began in May 2005.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	December 2014

Agency	Public Transport Victoria	2012–13
Audit Report	Fare Evasion on Public Transport	
Date Tabled	29 August 2012	
Recommendation 3	Public Transport Victoria should consider the economic case for allocating additional resources to this task.	
Acceptance (current)	Accepted	
Action	Public Transport Victoria (PTV) reviewed the cost-effectiveness of ticketing enforcement across the public transport network and concluded that there were opportunities to expand enforcement and deliver positive revenue returns. This resulted in a successful business case for 70 additional Authorised Officers (AOs) to work multi-modally across the metropolitan area.	
Status	Completed	

Date commenced	July 2013	Date completed / due for completion	December 2014

Agency	Public Transport Victoria	2012–13
Audit Report	Fare Evasion on Public Transport	
Date Tabled	29 August 2012	
Recommendation 4.2	Public Transport Victoria should develop and deliver a plan to reduce fare evasion to match, or better, the lowest fare evasion rates achieved between 2007 and 2009	
Acceptance (current)	Accepted	
Action	An additional 78 Multi-Modal Authorised Officers (MMAOs) were added to the network, commencing in stages from mid-2014. Since their introduction, fare compliance on the metropolitan network has increased from 91.3 per cent in May 2014 to 95.0 per cent in May 2015. This is the highest rate of fare compliance since surveys began in May 2005.	
Status	Completed	

Date commenced	July 2013	Date completed / due for completion	December 2014

Agency	Public Transport Victoria	2012–13
Audit Report	Managing Traffic Congestion	
Date Tabled	17 April 2013	
Recommendation 4	That Public Transport Victoria develops explicit mode shift strategies and targets that are demonstrably aligned with defined statewide congestion management priorities.	
Acceptance (current)	Accepted	
Action	PTV is reorganising its operating structure to better understand customer needs and improve the customer experience. PTV is developing Customer Experience Standards as part of this process. PTV also recognises its role in reducing congestion by attracting car users to public transport. PTV's Corporate Plan includes a range of strategies designed to increase public transport patronage. PTV has developed a partnership model with VicRoads at an executive level. PTV and VicRoads are collaboratively addressing a range of strategic issues including the appropriate allocation of road space between private and public transport and the need for holistic transport solutions rather than road or public transport based resolutions to transport demand. (expected due date – 31 December 2015)	
Status	Substantially completed	

Date commenced	August 2013	Date completed / due for completion	December 2015

Agency	Public Transport Victoria	2013–14
Audit Report	Developing Transport Infrastructure and Services for Population Growth Areas	
Date Tabled	21 August 2013	
Recommendation 2	That Public Transport Victoria develops minimum service standards to guide planning for the frequency and directness of public transport services.	
Acceptance (current)	Accepted	
Action	PTV is developing a series of principles to guide planning for bus service frequency and directness in the Network Development Plan, and is piloting these principles in new and restructured bus networks in Point Cook, Brimbank and Wyndham (as part of the RRL activation). PTV is consulting with the community on the Regional Network Development Plan. PTV is also working with the Government on the Network Development Plan for the bus and tram networks. (expected due date – 31 December 2015)	
Status	Substantially completed	
Date commenced	September 2013	Date completed / due for completion	December 2015

Agency	Public Transport Victoria	2013–14
Audit Report	Developing Transport Infrastructure and Services for Population Growth Areas	
Date Tabled	21 August 2013	
Recommendation 3.1	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement a statewide framework for prioritising the delivery of transport infrastructure that reconciles broader statewide priorities against the needs of growth areas	
Acceptance (current)	Accepted	
Action	PTV continues to work closely with the Department and the Metropolitan Planning Authority (MPA) to prioritise the delivery of transport infrastructure and assess the effectiveness of delivering transport infrastructure and services in growth areas.	
Status	Completed	
Date commenced	September 2013	Date completed / due for completion	December 2014

Agency	Public Transport Victoria	2013–14
Audit Report	Developing Transport Infrastructure and Services for Population Growth Areas	
Date Tabled	21 August 2013	
Recommendation 3.2	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an implementation and funding strategy incorporating alternative financing options and innovative solutions to systematically address the transport backlog and meet the future needs of growth areas	
Acceptance (current)	Accepted	
Action	PTV continues to engage with local, state and commonwealth governments to seek to secure the necessary funding to meet Melbourne's future public transport needs including in growth areas.	
Status	Completed	
Date commenced	September 2013	Date completed / due for completion	December 2014

Agency	Public Transport Victoria		2013–14
Audit Report	Developing Transport Infrastructure and Services for Population Growth Areas		
Date Tabled	21 August 2013		
Recommendation 3.3	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an associated monitoring and evaluation framework to assess whether the progressive delivery of transport infrastructure and services in growth areas is being achieved as planned and has been effective		
Acceptance (current)	Accepted		
Action	PTV continues to work closely with the Department and the Metropolitan Planning Authority (MPA) to prioritise the delivery of transport infrastructure and assess the effectiveness of delivering transport infrastructure and services in growth areas.		
Status	Completed		
Date commenced	September 2013	Date completed / due for completion	December 2014

Agency	Public Transport Victoria		2013–14
Audit Report	Using ICT to Improve Traffic Management		
Date Tabled	11 June 2014		
Recommendation 1	That the Department of Transport, Planning and Local Infrastructure, Public Transport Victoria and VicRoads develop a statewide strategic document on traffic management to ensure that VicRoads' efforts are in line with broader government policies and objectives, and to clarify the role and expectations for ICT traffic management systems to help address congestion and priority for road-based public transport.		
Acceptance (current)	Accepted		
Action	PTV is working closely with VicRoads on the development of the Road Use Strategy which will provide directions to improve priority for road-based public transport. PTV will continue to collaborate closely with VicRoads in the development of the Network Development Plan - On Road. (expected due date – 31 December 2015)		
Status	Substantially completed		
Date commenced	July 2014	Date completed / due for completion	December 2015

Agency	Public Transport Victoria		2013–14
Audit Report	Using ICT to Improve Traffic Management		
Date Tabled	11 June 2014		
Recommendation 4	That Public Transport Victoria upgrades and improves the quality and reliability of bus and tram ICT systems communications and interface with the Sydney Coordinated Adaptive Traffic System to enable more effective public transport prioritisation.		
Acceptance (current)	Accepted		
Action	PTV has worked closely with the bus tracking system suppliers and metro bus operators and is currently achieving real time monitoring at 94% of metro bus services. VicRoads are currently leading a program to improve capacity & flow with Hoddle St/Punt Rd the trial location. PTV is engaged with the program and is meeting with a provider (Transnet) in the coming weeks to discuss the interface solution between the bus tracking data and SCATS. VicRoads currently is utilising their SCATS to identify when a tram approaches to ensure the traffic signals give the tram priority through the intersection. Over 500 sets of traffic signals have tram priority in Melbourne. Issues around direct tram system interfacing with SCATS need to be resolved from both systems' points. The interface required between SCATS and the tram ICT system to be reviewed by both PTV, the operator and VicRoads.		

Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	November 2017

Agency	**Public Transport Victoria**		**2013–14**
Audit Report	**Using ICT to Improve Traffic Management**		
Date Tabled	11 June 2014		
Recommendation 5	That Public Transport Victoria works with VicRoads to better use technology to give trams and buses improved road priority, in conjunction with other potential regulatory and engineering measures.		
Acceptance (current)	Accepted		
Action	The PTV / VicRoads Executive Forum was established in June 2014 and is overseeing the direction of on-road public transport priority initiatives. PTV is working closely with VicRoads and the Department to investigate new and emerging technologies (eg ITS) to provide improved on road priority for public transport.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	March 2015

Shire of Campaspe

Agency	**Shire of Campaspe**		**2012–13**
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 7	Councils should periodically conduct a comprehensive review of their rating strategies.		
Acceptance (current)	Accepted		
Action	Existing Rating Strategy reviewed with Council, new differentials being explored and further discussions to continue with new Council in October 2016		
Status	Partially completed		
Date commenced	August 2014	**Date completed / due for completion**	December 2016

Agency	**Shire of Campaspe**		**2012–13**
Audit Report	**Rating Practices in Local Government**		
Date Tabled	20 February 2013		
Recommendation 9.3	Councils should develop and implement comprehensive ratepayer communication and engagement strategies that include details of how the effectiveness of their ratepayer engagement and communication activities will be assessed and reported		
Acceptance (current)	Accepted		
Action	An internal audit conducted April 2015 confirmed Community consultation is conducted in line with VAGO's best practise recommendations, policies and procedures are in line with best practice and Council conducts strong community consultation throughout the Council Plan and budget planning process. Some of the key responsibilities of a new (and currently vacant) position 'Customer liaison officer' is to implement a community engagement framework which will help Council measure the effectiveness of community consultation.		
Status	Partially completed		
Date commenced	August 2014	**Date completed / due for completion**	June 2016

State Revenue Office

Agency	State Revenue Office	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.	
Acceptance (current)	Accepted	
Action	Already complying	
Status	-	
Date commenced		Date completed / due for completion	

Agency	State Revenue Office	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.	
Acceptance (current)	Accepted	
Action	We already include these risks	
Status	-	
Date commenced		Date completed / due for completion	

Agency	State Revenue Office	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.	
Acceptance (current)	Accepted	
Action	The SRO already does this.	
Status	-	
Date commenced		Date completed / due for completion	

Agency	State Revenue Office	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.	
Acceptance (current)	Accepted	
Action	Work plan developed to comply. This requires a funding allocation to complete. Two of the four have been implemented and the remaining two are in the work plan.	

Status	Partially completed		
Date commenced	December 2013	Date completed / due for completion	June 2017

Agency	State Revenue Office		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.		
Acceptance (current)	Accepted		
Action	The SRO already complies with this.		
Status	-		
Date commenced		Date completed / due for completion	

Agency	State Revenue Office		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.		
Acceptance (current)	Accepted		
Action	Reviewed and completed.		
Status	Completed		
Date commenced	December 2013	Date completed / due for completion	March 2015

Strathbogie Shire Council

Agency	Strathbogie Shire Council		2012–13
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.1	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including assessing overall service delivery levels to determine appropriate levels and provide the rationale for their decision		
Acceptance (current)	Accepted		
Action	Council is currently mid way through developing service plans for all services identified through the budget process. This will be completed by November 2015 and Council will then discuss what services to review with the community prior to the development of the 2016/17 budget.		
Status	Partially completed		
Date commenced	May 2014	Date completed / due for completion	November 2015

Agency	Strathbogie Shire Council		2012–13
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		

Recommendation 3.2	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including consulting with their communities on their ability and willingness to pay for desired services in the development of the council plan		
Acceptance (current)	Accepted		
Action	Council will complete the internal review of service planning by November 2015. At that stage Council will decide which services to take to the community for further discussion in 2016.		
Status	Partially completed		
Date commenced	August 2014	**Date completed / due for completion**	June 2016

Agency	**Strathbogie Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.3	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including developing a plan to regularly review all services over time		
Acceptance (current)	Accepted		
Action	Council has restructured the Corporate support area to include regular service reviews by the Executive Manager Corporate & community. This will become a key performance indicator and be reviewed regularly.		
Status	Completed		
Date commenced	August 2014	**Date completed / due for completion**	December 2014

The Royal Children's Hospital

Agency	**The Royal Children's Hospital**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.		
Acceptance (current)	Accepted		
Action	The RCH submitted a business case for the procurement and implementation of an Electronic Medical Record. This business case was in accordance with the Department of Treasury & Finance guidelines for high risk projects. The Business case included appropriate and measurable KPI's, quantifiable and achievable benefits and outcomes. The RCH EMR project is subject to Department of Treasury & Finance Gateway review.		
Status	Completed		
Date commenced	August 2012	**Date completed / due for completion**	September 2014

Agency	**The Royal Children's Hospital**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.		
Acceptance (current)	Accepted		

Action	The RCH business case for the procurement and implementation of an Electronic Medical Record aligns with the key principles of Victoria's ICT strategy which focuses on governance, planning, access to information, increasing productivity, taking advantage of emergent technologies, engagement and the management of risk.		
Status	Completed		
Date commenced	August 2012	Date completed / due for completion	September 2014

Agency	The Royal Children's Hospital		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.		
Acceptance (current)	Accepted		
Action	The RCH as part of its business case and the implementation of the Electronic Medical Record (EMR) have recruited a highly skilled and balanced implementation team to ensure effective communication and engagement and change management process.		
Status	Completed		
Date commenced	August 2012	Date completed / due for completion	October 2014

The Royal Eye and Ear Hospital

Agency	The Royal Eye and Ear Hospital		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 4	That the Department of Health and health services follow Department of Treasury & Finance guidance for future clinical ICT investments and require comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes.		
Acceptance (current)	Accepted		
Action	The Eye and Ear Hospital agrees with the recommendation and believe it supports it's goal of strong ICT project governance. Our project governance process and templates to support comprehensive business cases, relevant and measurable performance indicators and clearly articulated benefits and outcomes are undergoing further development.		
Status	Partially completed		
Date commenced	January 2015	Date completed / due for completion	June 2016

Agency	The Royal Eye and Ear Hospital		2013–14
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 5	That the Department of Health and health services align any future clinical ICT procurements to the key principles of Victoria's ICT strategy.		
Acceptance (current)	Accepted		
Action	All clinical ICT procurements are aligned with the Department of Health & Human Services Statewide Health ICT Strategic Framework. Also, prior to the procurement of clinical systems, engagement is sought with the team of the Chief Information Officer of Health within the Business Technology & Information Management group.		

Status	Substantially completed		
Date commenced	January 2015	**Date completed / due for completion**	December 2015

Agency	**The Royal Eye and Ear Hospital**		**2013–14**
Audit Report	**Clinical ICT Systems in the Victorian Public Health Sector**		
Date Tabled	30 October 2013		
Recommendation 6	That the Department of Health and health services ensure expertise is available to plan and implement future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation.		
Acceptance (current)	Accepted		
Action	The Eye and Ear Hospital agrees to the recommendation and believe it supports it's goal of successful clinical ICT projects. Our project approach and templates to support the planning and implementation of future clinical ICT development and change projects, particularly in the areas of clinical engagement and leadership, socio-technical systems analysis, health informatics and benefits realisation is underway.		
Status	Partially completed		
Date commenced	January 2015	**Date completed / due for completion**	June 2016

Tourism Victoria

Agency	**Tourism Victoria**		**2013–14**
Audit Report	**Tourism Strategies**		
Date Tabled	12 December 2013		
Recommendation 1	That Tourism Victoria develops and documents plans that provide an effective platform for the whole-of-government implementation, evaluation and reporting of Victoria's 2020 Tourism Strategy.		
Acceptance (current)	Accepted		
Action	-- A monitoring and implementation plan for Victoria's 2020 Tourism Strategy was completed and approved by the TV Board. A status report for 2013–14 has also been completed. The timeframe for future reporting and the end of program evaluation of the Strategy have been established.		
	-- A tracking register to monitor progress against VAGO recommendations was completed in early 2015 and is a standing agenda item for Tourism Victoria Board and Risk and Audit Committee meetings. In relation to whole-of-Government implementation, the Government has completed a Visitor Economy Review. Structural changes to facilitate a more effective whole-of-Government approach will be rolled out in the next 6-12 months.		
Status	Substantially completed		
Date commenced	January 2014	**Date completed / due for completion**	September 2015

Agency	**Tourism Victoria**		**2013–14**
Audit Report	**Tourism Strategies**		
Date Tabled	12 December 2013		
Recommendation 2	That Tourism Victoria completes a thorough review of the 2006 10 year Tourism and Events Industry Strategy's achievements and challenges, as well as the areas where it failed to deliver as expected so that it can advise government how to best manage these risks for Victoria's 2020 Tourism Strategy.		
Acceptance (current)	Accepted		

Action	A review of the 10 Year Strategy was completed in December 2014 and distributed to Risk and Audit Committee members. This review was considered by the Visitor Economy Review and influenced the implementation of the 2020 Strategy (to be superseded by the Visitor Economy Review).
	Victoria's Regional Tourism Strategy was completed in December 2013, six months after the publication of the 2020 Strategy. Monitoring and implementation plans have been developed for both strategies.
Status	Completed
Date commenced	January 2014	**Date completed / due for completion**	January 2015

Agency	**Tourism Victoria**		**2013–14**
Audit Report	**Tourism Strategies**		
Date Tabled	12 December 2013		
Recommendation 3	That Tourism Victoria develops a good understanding of the likely scale and nature of the expenditure currently captured in its estimates of economic activity that is unrelated to actions included in the 2006 10 year Tourism and Events Industry Strategy and Victoria's 2020 Tourism Strategy.		
Acceptance (current)	Accepted		
Action	Tourism Victoria has previously sought to measure the impact of its activities while identifying external factors that contribute to outcomes. The next step is to calculate the value of these external factors.		
	Major campaign activity such as Melbourne Marketing has completed return on investment analyses and has evolved to have a tracker that specifically measures the benefits of a campaign.		
	Tourism Victoria has met with companies who have completed work in other tourism jurisdictions and industries. Approaches taken by these companies have tended to be a variation on economic modelling already in existence rather than providing anything new in the area of cause and effect of TV activities.		
	An internal investigation into the feasibility of accurately estimating the proportion of tourism expenditure related and unrelated to actions in Government's tourism strategies is currently underway and will consider approaches of other areas of economic intervention such as export and international education.		
Status	Partially completed		
Date commenced	July 2015	**Date completed / due for completion**	October 2015

Agency	**Tourism Victoria**		**2013–14**
Audit Report	**Tourism Strategies**		
Date Tabled	12 December 2013		
Recommendation 4	That Tourism Victoria fully explains the basis and limitations of the indicators it uses to describe tourism's contribution to the economy.		
Acceptance (current)	Accepted		
Action	Explanations as to limitations of data have been included on Tourism Victoria's corporate website. They are also highlighted in evaluation planning and reporting.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	June 2015

Agency	**Tourism Victoria**	**2013–14**
Audit Report	**Tourism Strategies**	
Date Tabled	12 December 2013	

Recommendation 5	That Tourism Victoria uses external expertise to review its evaluation framework and help it conduct and document a rigorous annual review of Victoria's 2020 Tourism Strategy.		
Acceptance (current)	Accepted		
Action	Tourism Victoria has sought advice from the Department of Economic Development, Jobs, Transport & Resources as to Tourism Victoria's evaluation framework. The framework is now better aligned with Departmental processes. A department representative has also agreed to be part of the internal Evaluation Working Group and to provide an independent review of key evaluation documents. The Department representative on the Evaluation Working Group has been a key driver in developing evaluation frameworks for 2015 budget initiatives. A progress report on the implementation of actions in the 2020 Strategy was completed in January 2015 and provided to the Visitor Economy Review. Protiviti (internally contracted auditor) has reviewed the actions management has taken in response to the VAGO report. They advised these actions are consistent with the intent of the report. A number of further processes were introduced following the Protiviti report, including the introduction of a tracking register to monitor		
Status	Completed		
Date commenced	January 2014	Date completed / due for completion	June 2015

Towong Shire Council

Agency	**Towong Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.1	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including assessing overall service delivery levels to determine appropriate levels and provide the rationale for their decision		
Acceptance (current)	Accepted		
Action	Service plans drafted for externally provided services, for example, kindergartens, libraries, playgrounds, youth services.		
Status	Partially completed		
Date commenced	July 2013	Date completed / due for completion	June 2016

Agency	**Towong Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.2	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including consulting with their communities on their ability and willingness to pay for desired services in the development of the council plan		
Acceptance (current)	Accepted		
Action	In 2013 a range of consultation was undertaken to develop the 2013–2017 Council Plan. More recently Council conducted community engagement sessions at four key locations within our municipality (Bethanga, Corryong, Mitta Mitta and Tallangatta). These sessions, conducted in February / March 2015, focused on sharing Council's current financial sustainability challenges (particularly with the indexation freezing of Financial Assistance Grants and impending rate capping framework), the value of average annual rates notices and discussion on services that were provided by Council and their importance (or not) to the community. The feedback received was used to inform the 2015/16 budget and the annual review of the 2013–2017 Council Plan, as well making adjustments to some service plans, e.g. mobile library.		

Status	Partially completed		
Date commenced	May 2014	**Date completed / due for completion**	June 2016

Agency	**Towong Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.3	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including developing a plan to regularly review all services over time		
Acceptance (current)	Accepted		
Action	A service plan review schedule has been developed.		
Status	Completed		
Date commenced	July 2013	**Date completed / due for completion**	June 2015

Transport Accident Commission

Agency	**Transport Accident Commission**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	As an outer agency, TAC is not required to complete an annual information security management framework self-assessment report. TAC has amended their process in relation to annual compliance reporting: • the Annual compliance summary report is prepared for the CEO and may also be issued to DSDBI if required. • Compliance is noted in the annual compliance report for ARMCo.		
Status	Completed		
Date commenced	April 2014	**Date completed / due for completion**	September 2014

Agency	**Transport Accident Commission**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		
Action	As an outer agency TAC is not required to complete an annual information security management framework self-assessment report. The TAC process for compliance reporting considers the corporate information security policy and includes control effectiveness and risk in relation to third party service providers.		
Status	Completed		
Date commenced	April 2014	**Date completed / due for completion**	September 2014

Agency	Transport Accident Commission		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.		
Acceptance (current)	Accepted		
Action	Accuracy of IP address ranges has been validated as part of the annual Penetration Test audit for FY14/15.		
Status	Completed		
Date commenced	June 2015	**Date completed / due for completion**	June 2015

Agency	Transport Accident Commission		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.		
Acceptance (current)	Accepted		
Action	The Top 4 Strategies to mitigate targeted cyber intrusions has been reviewed and considered as a driver for planning of vulnerability management activities. The agreed plan is monitored by the ITSS Vulnerability Management Committee. Progress updates are provided to the Information Security Governance Committee.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2013

Agency	Transport Accident Commission		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.		
Acceptance (current)	Accepted		
Action	Detailed requirements for audit logging and monitoring of privileged accounts have been defined. A new monitoring tool (Sentinel) has been deployed and is being progressively rolled out across core platforms. The risk in relation to privileged accounts has been assessed, tabled and accepted at the Vulnerability Management Committee.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	March 2014

Agency	Transport Accident Commission		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.		
Acceptance (current)	Accepted		

Action	The patching guidelines published on the Australian Signals Directorate's website have been considered in the ITSS Security Standard.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2013

Transport Safety Victoria

Agency	**Transport Safety Victoria**	**2013–14**
Audit Report	**Recreational Maritime Safety**	
Date Tabled	25 June 2014	
Recommendation 1	That the Director, Transport Safety develops arrangements to systematically assess and report on the efficiency and effectiveness of Victoria's marine safety system, and related performance of duty holders and co-regulators, and uses this data to target regulatory activities.	
Acceptance (current)	Accepted	
Action	TSV is responding to this recommendation by developing a Marine Safety Report Card. This is intended to be a reporting tool which will provide a readily understood assessment of the efficiency and effectiveness of the marine safety system. It is intended to identify the contribution made by ourselves and co-regulators, and integrate into our business planning and reporting processes. This task has proven to be a complex one and activity to date has focussed on the development of a theoretical model, which takes into account meaningful and prioritised areas of measurement, aligned to regulatory responsibilities.

The next step is to trial the model by populating it with data to test both its construct and its theoretical basis. This work is expected to commence shortly. | |
| Status | Partially completed | |

Date commenced	July 2014	**Date completed / due for completion**	June 2016

Agency	**Transport Safety Victoria**	**2013–14**
Audit Report	**Recreational Maritime Safety**	
Date Tabled	25 June 2014	
Recommendation 2	That the Director, Transport Safety reviews management of budgets and financial resources to assure existing funds are effectively and efficiently utilised to optimise regulatory outcomes.	
Acceptance (current)	Accepted	
Action	The Safety Director together with the TLT Leadership Team have undertaken a zero-based budget development for 2015/16 against the priorities of the organisation as a whole. TSV continues to liaise with DEDJTR on its budgetary constraints that impact its ability to deliver against its regulatory priorities. In addition, we are developing emerging budget pressure bids for the consideration of DEDJTRs Executive Board.	
Status	Substantially completed	

Date commenced	July 2014	**Date completed / due for completion**	November 2015

Agency	**Transport Safety Victoria**	**2013–14**
Audit Report	**Recreational Maritime Safety**	
Date Tabled	25 June 2014	
Recommendation 6	That waterway managers, in consultation with the Director, Transport Safety establish effective arrangements to systematically identify, assess and monitor safety risks on waters designated to them for control under the Marine Safety Act 2010.	
Acceptance (current)	Accepted	

Action	We note this is a recommendation for waterway managers, however acknowledge our role on this. Well established processes such as boating activity exemptions, rule making, works permits, and applications for urgent safety rules will be further supported by the newly developed guidance material and upcoming waterway manager education workshops. Additionally, stage 2 of the VOZR review project will engage with waterway managers to improve their understanding of risk management as it relates to their waterway, and the effectiveness of their specific waterway rules. Success on this task is highly dependent on the willingness of waterway managers to participate. Upcoming workshops (October 2015) will address the issue of effective risk management, and further workshop series are intended to be held in 2016 (subject to budget) further exploring these issues.		
Status	Partially completed		
Date commenced	July 2015	Date completed / due for completion	December 2016

Agency	Transport Safety Victoria	2013–14
Audit Report	Recreational Maritime Safety	
Date Tabled	25 June 2014	
Recommendation 7.1	That the Director, Transport Safety strengthens Transport Safety Victoria's waterway risk assessment practices by establishing arrangements to systematically assure the quality and reliability of information it relies on from waterway managers to assess marine safety risks	
Acceptance (current)	Accepted	
Action	We have addressed this in two ways. Firstly, we have introduced a risk-based audit program focussing on on-water events where a Boating Activity Exemption or exclusion zone were sought and granted. A follow up audit is conducted, assessing compliance with the risk controls detailed in the event application. We then present findings to the waterway manager and event proponent, focusing on exploring opportunities for continuous improvement in the safe operation of events, and enhance the understanding of parties on effective risk management of on-water events. The audit program for the 2014/15 summer season was carried out as planned, with further event audits for 2015/16 currently being planned.	
	Secondly, our audit program examines a range of activities, including proposals for permanent rules changes, proposals for urgent safety rules, and follow-up on audits previously conducted (a major focus in the audit program for 2015/16) to ensure validity and appropriateness of information provided.	
Status	Completed	
Date commenced	November 2014	Date completed / due for completion	June 2015

Agency	Transport Safety Victoria	2013–14
Audit Report	Recreational Maritime Safety	
Date Tabled	25 June 2014	
Recommendation 7.2	That the Director, Transport Safety strengthens Transport Safety Victoria's waterway risk assessment practices by establishing arrangements to systematically work with waterway managers to review and estimate the number of unmanaged waterways	
Acceptance (current)	Accepted	

Action	We have undertaken a project to identify unmanaged waterways in Victoria, and undertake an assessment of risks on those waterways with a view to providing advice to the Minister and department on the nature of unmanaged risks, proposing options for consideration, and taking more urgent action where justified. We identified 204 waterways where no manager was appointed. We developed a risk framework and assessment criteria. Approximately half were excluded from further analysis due to boating being prevented by either legislative or physical means. Of the remainder, a two tier classification system is being used, with Tier 1 waterways (likely to be of highest risk) being prioritised for detailed audit. This priority group were all audited within the last year. A briefing to the Minister on our findings is currently being prepared. Audit of Tier 2 waterways will occur in the future, as further intelligence on use/risk is received.		
Status	Substantially completed		
Date commenced	July 2014	Date completed / due for completion	December 2015

Agency	**Transport Safety Victoria**		**2013–14**
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 7.3	That the Director, Transport Safety strengthens Transport Safety Victoria's waterway risk assessment practices by establishing arrangements to systematically assess risks cost-effectively across the state's unmanaged waterways		
Acceptance (current)	Accepted		
Action	We have undertaken a project to identify unmanaged waterways in Victoria, and undertake an assessment of risks on those waterways with a view to providing advice to the Minister and department on the nature of unmanaged risks, proposing options for consideration, and taking more urgent action where justified. Our approach to this work had regard of the need to use resources effectively, so we used desktop activities as much as possible to provide an initial view on waterways that should be prioritised for audit attention. We developed specific criteria to help us define and quantify potential risk, and focussed on highest risk areas as an initial priority. Careful planning allowed us to combine detailed audits with work to verify information about lower priority waterways. It also allowed us to utilise available staff from other teams. Our approach continued to focus on areas of greatest need first.		
Status	Completed		
Date commenced	July 2014	Date completed / due for completion	June 2015

Agency	**Transport Safety Victoria**		**2013–14**
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 7.4	That the Director, Transport Safety strengthens Transport Safety Victoria's waterway risk assessment practices by establishing arrangements to systematically review and assure the appropriateness of existing waterway rules for managing current safety risks		
Acceptance (current)	Accepted		
Action	We have commenced a detailed review of the Vessel Operating and Zoning Rules (VOZR) - the waterway rules for the state's waterways. We have transferred a vacant position and recruited a Senior Policy Officer to the role, who commenced in April 2015. Work to date has included development of a project plan and associated project scoping. Considerable desktop analysis of other jurisdictions waterway rulemaking schemes has occurred, with particular focus on Australian jurisdictions. Several consultation groups have been established, comprising internal and external stakeholders. An initial workshop was held, with a focus on analysis of a range of risk mitigators and how well (or otherwise) waterway rules work to manage risk. Further consultation designed to help focus an approach to revised rules is planned to be held in September 2015. Particular focus is being applied to ensuring rules across a range of waterways are clarified, streamlined, and effectively manage risk.		

Status	Partially completed		
Date commenced	April 2015	**Date completed / due for completion**	December 2016

Agency	**Transport Safety Victoria**		**2013–14**
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 8	That the Director, Transport Safety periodically assesses the impact of Transport Safety Victoria's communication and education activities on achieving compliance with marine safety laws.		
Acceptance (current)	Accepted		
Action	In late 2014, TSV engaged IPSOS to undertake detailed pre and post campaign research of our primary 2014/15 summer safety campaign which focussed on wearing lifejackets and understanding of related rules. The purpose of the IPSOS engagement was to understand campaign recall and effectiveness. Further assessment of safety campaigns and other education activities will occur, on a scale commensurate with that of the relevant activity. Additionally, our project plan template for activities requires project managers to consider how success / effectiveness will be measured or observed so as to understand the contribution of the activity to achieving compliance with relevant maritime regulation. This is an ongoing activity.		
Status	Completed		
Date commenced	September 2014	**Date completed / due for completion**	July 2015

Agency	**Transport Safety Victoria**		**2013–14**
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 9	That the Director, Transport Safety periodically assesses the effectiveness of Transport Safety Victoria's and co-regulators' enforcement activities-including the impact of the discretionary involvement of waterway managers in enforcement-on achieving desired regulatory outcomes.		
Acceptance (current)	Accepted		
Action	Waterway manager workshops which were scheduled for August 2014 were delayed due to budget considerations, and are to be held in October 2015.		
	Development of our waterway management engagement strategy is underway and will identify opportunities to assess the impact of the involvement of waterway managers in enforcement activities. Further development of the Competency and Capability framework and associated activities will help address issues around willingness of waterway managers to undertake enforcement activities.		
	Discussions have commenced with the Port of Melbourne Corporation with a view to piloting a co-regulatory approach to compliance on the waterways, with TSV managing the infringement and prosecution processes and PoMC to provide TSOs.		
	Activities such as our Year In Review session (which included the Water Police - July 2015) and post-season debrief of our on-water team are also measures which help us understand effectiveness of regulatory activities.		
Status	Partially completed		
Date commenced	August 2014	**Date completed / due for completion**	June 2016

Agency	Transport Safety Victoria		2013–14
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 10	That the Director, Transport Safety broadens Transport Safety Victoria's audits of waterway managers to assure they provide adequate insights into the effectiveness of their risk management practices.		
Acceptance (current)	Partially accepted		
Action	Our response to this recommendation explained that legislative amendment would be required before we could take the action that we understood was sought. In the interim, we are doing several things. We are undertaking a targeted on-water event audit program, looking at risk management of high risk events. Our audit program for this year will select specific waterways previously audited and will examine the extent to which recommendations made by TSV have been implemented, and will consider the effectiveness of risk management strategies which may be in place. Recognising that money is often essential to undertake effective risk management strategies, we participate in assessment of applications to the BSFP (grants program) to advocate on behalf of waterway managers for necessary funding. We closely examine proposals for permanent rule changes, having regard to the extent to which proposed rules will manage risk. We have developed specific guidance material for waterway managers.		
Status	Partially completed		
Date commenced	July 2015	**Date completed / due for completion**	June 2016

Agency	Transport Safety Victoria		2013–14
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 11	That the Director, Transport Safety periodically follows up on Transport Safety Victoria's audits of waterway managers to assure that required remedial actions to improve marine safety have been satisfactorily addressed.		
Acceptance (current)	Accepted		
Action	Our audit program for 2014/15 specifically focussed on unmanaged waterways. The program for 2015/16 is currently being finalised and will include a follow up audit program, examining waterways previously audited, and will assess the extent to which recommendations previously made have been actioned, and the effectiveness of activities undertaken. Additionally, our high risk event audit program will focus on adequate management of risks associated with on-water events, looking at compliance with risk mitigation measures proposed, and effectiveness of those measures.		
Status	Partially completed		
Date commenced	July 2015	**Date completed / due for completion**	June 2016

Agency	Transport Safety Victoria	2013–14
Audit Report	**Recreational Maritime Safety**	
Date Tabled	25 June 2014	
Recommendation 12	That the Director, Transport Safety, in consultation with the Department of Transport, Planning and Local Infrastructure defines the minimum competencies and capabilities of waterway managers.	
Acceptance (current)	Accepted	

Action	The Competency and Capability Framework for Waterway Managers (C&C framework) has been developed by TSV which defines required competencies and capabilities in 6 key areas, in order to effectively perform the function of a waterway manager. TSVs consultation with the department did not progress as planned due to machinery of government changes. We are currently in discussion with the department about a department-led review of waterway management. Consultation on the C&C framework is expected to form part of that review.		
Status	Substantially completed		
Date commenced	July 2014	Date completed / due for completion	June 2016

Agency	Transport Safety Victoria		2013–14
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 13	That the Director, Transport Safety, in consultation with the Department of Transport, Planning and Local Infrastructure implements a waterway manager capability framework that includes periodic assessments of capability gaps to better inform provision of support to waterway managers.		
Acceptance (current)	Accepted		
Action	A framework has been developed, which identifies 6 key areas of competency / capability for waterway managers. The capability gaps identified have been used to inform the development of guidance material and the program for an upcoming (October 2015) series of workshops. The workshops will examine, among other things, the role of rulemaking to manage and reduce risk on waterways. The assessment of specific waterway managers against the framework will inform the re-appointment process for waterway managers (required by legislation to occur by July 2017). The assessment is expected to assist to in the further development of tools to better support waterway managers, and to help inform the development of briefings for the Minister/department on resourcing challenges facing waterway managers which may be a barrier to achieving higher performance against each competency/capability area.		
Status	Partially completed		
Date commenced	July 2015	Date completed / due for completion	June 2017

Agency	Transport Safety Victoria		2013–14
Audit Report	**Recreational Maritime Safety**		
Date Tabled	25 June 2014		
Recommendation 14	That the Director, Transport Safety, in consultation with the Department of Transport, Planning and Local Infrastructure uses the insights from these assessments to provide advice to the Minister for Ports on the appointment and/or reappointment of waterway managers.		
Acceptance (current)	Accepted		
Action	At this stage the framework is in draft, and has been used to inform a number of activities by TSV to better support waterway managers. Additionally, it will be used to help inform the development of a briefing to the Minister relating to the legislative requirement for the re-appointment of the majority of current waterway managers by July 2017. It should be noted that as issues specific to waterway managers arise, the Minister is briefed on these as would be expected. Future such briefings will have regard to the C&C framework. An example of this is the briefing to be provided to the Minister on Tier 1 unmanaged waterways as a consequence of the Unmanaged Waterway Identification Project.		
Status	No action		
Date commenced	October 2015	Date completed / due for completion	June 2017

Treasury Corporation of Victoria

Agency	Treasury Corporation of Victoria		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.		
Acceptance (current)	Accepted		
Action	TCV have confirmed that the records held by APNIC for the TCV domain are correct.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	May 2014

Agency	Treasury Corporation of Victoria		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.		
Acceptance (current)	Accepted		
Action	TCV has reviewed the ASD top 4 strategies to mitigate targeted cyber intrusions. TCV has implemented three of the items ; patching applications, patching operating systems and minimising administrative privileges. Application whitelisting is substantially underway and is planned for completion during the 2015 calendar year.		
Status	Substantially completed		
Date commenced	January 2015	**Date completed / due for completion**	December 2015

Agency	Treasury Corporation of Victoria		2013–14
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.		
Acceptance (current)	Accepted		
Action	TCV has never delegated authority to manage passwords to a third party.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2013

Agency	Treasury Corporation of Victoria	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.	
Acceptance (current)	Accepted	

Action	TCV complies with the recommended patching practices. All applications and operating systems are patched on a regular basis, with the only exception being the Sybase database (for compatibility reasons)		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	May 2014

VicForests

Agency	**VicForests**		**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 5	That VicForests continues to improve its approach to scheduling the sustainable harvest level to address identified weaknesses.		
Acceptance (current)	Accepted		
Action	Estimating sustainable yield: • Improved management of spatial data • Review and improvement to harvesting history post-2004 • Improved management of VF Reserves data • Implementation of new and detailed yield tables • Refinement of Harvest Strategy and the development of a Harvest Planning Information Database; reconciliation of resource estimates and supply. • Development of wood supply model based on annual planning periods to support more precise medium-term wood supply estimates and scheduling Scheduling sustainable yield: • Development of a scheduling system to support management of the remaining 1939 ash resource (Future Ash) at the coupe-level. • Development to the Future Ash system to incorporate more operational planning variables, feedback into the system and evaluate the impact of changes in scheduling against key metrics. Released the Integrated Wood Supply system. Operational planning: • Development of LiDAR-based products to provide precise, detailed descriptions of slopes, contours, drainage features, aspect etc		
Status	Partially completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2016

Agency	**VicForests**		**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**		
Date Tabled	11 December 2013		
Recommendation 6	That VicForests clearly and accurately reconciles its successfully regenerated areas against the area harvested and reports this publicly.		
Acceptance (current)	Accepted		
Action	VicForests has undertaken a full reconciliation of the last 10 years (2004 – 2014) of timber harvesting, regeneration and associated operational data and in addition is reviewing the processes and standards necessary to undertake operational data capture and management in a more consistent way in the future.		
Status	Substantially completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2015

Agency	**VicForests**	**2013–14**
Audit Report	**Managing Victoria's Native Forest Timber Resources**	
Date Tabled	11 December 2013	
Recommendation 10	That VicForests improve and better document the assessment of threats and consequences that biodiversity management decisions in timber production areas may have on forest environmental, economic and social values, and more transparently manage the risks and trade-offs involved.	
Acceptance (current)	Partially accepted	
Action	VicForests has focussed its biodiversity efforts on two key projects since December 2013. 1. The development and release of our draft Ecological Forest Management Plan and High Conservation Strategy. These comprehensive plans clearly articulate our approach to biodiversity management in Victorian State forests. The documents have gone through two rounds of public consultation and are being further refined at present. These documents can be found at http://www.vicforests.com.au/vicforests-regulatory-structure/vicforests-forest-management-system/policies-procedures-and-instructions. Final versions will be provided publicly later this year. 2. The Leadbeater's Possum Action Group was established in 2014 to consider options to secure the future of the Leadbeater's Possum while providing for a sustainable timber industry. The process included a comprehensive and detailed process to consider risk weighted consequences for a range of options. All reports from the group and recommendations can be found at http://www.depi.vic.gov.au/environment-and-wildlife/wildlife/leadbeaters-possum	
Status	Partially completed	

Date commenced	December 2013	**Date completed / due for completion**	December 2015

VicRoads

Agency	**VicRoads**	**2012–13**
Audit Report	**Managing Traffic Congestion**	
Date Tabled	17 April 2013	
Recommendation 9	That VicRoads develops a strategy, including time frames, for implementing Network Operating Plans and activating SmartRoads priorities across the metropolitan road network.	
Acceptance (current)	Accepted	
Action	New team formed in late 2013 by VicRoads to develop a Road Use Strategy. VicRoads is currently working with Councils, other government departments and stakeholders to prepare the Road Use Strategy. A draft will be released in mid-late 2015. This action is also being addressed as part of Recommendation 1 of the 2014 VAGO Using ICT to Improve Traffic Flow Audit.	
Status	Substantially completed	

Date commenced	May 2013	**Date completed / due for completion**	December 2015

Agency	**VicRoads**	**2012–13**
Audit Report	**Managing Traffic Congestion**	
Date Tabled	17 April 2013	
Recommendation 10	That VicRoads develops a strategy, in consultation with local councils, to better leverage the potential of clearways for managing congestion along the arterial road network.	
Acceptance (current)	Accepted	
Action	VicRoads is currently working with Councils, government departments and stakeholders to prepare the Road Use Strategy. A draft will be released in mid-late 2015 for consultation.	

Status	Substantially completed		
Date commenced	May 2013	Date completed / due for completion	June 2016

Agency	VicRoads		2012–13
Audit Report	**Managing Traffic Congestion**		
Date Tabled	17 April 2013		
Recommendation 11	That VicRoads systematically reviews the efficiency and effectiveness of its operational management of the road system.		
Acceptance (current)	Accepted		
Action	VicRoads has an on going program for Traffic Signal Route Reviews it continues to deliver benefit cost ratios of greater than 10 (in 2013/14 it achieved a BCR of 13.8) and ensure the relevant signals are consistent with the network operating plans under SmartRoads. VicRoads is reforming the Traffic Monitor to make the publication of important traffic data more timely, accessible and useful.		
Status	Completed		
Date commenced	May 2013	Date completed / due for completion	December 2015

Agency	VicRoads		2012–13
Audit Report	**Managing Traffic Congestion**		
Date Tabled	17 April 2013		
Recommendation 12	That VicRoads develops measures and targets for network efficiency and congestion management initiatives in consultation with stakeholders.		
Acceptance (current)	Accepted		
Action	Part of the development of a Road Use Strategy. VicRoads is currently working with Councils and stakeholders to prepare the Road Use Strategy. A draft will be released in mid-late 2015 for consultation.		
Status	Substantially completed		
Date commenced	May 2013	Date completed / due for completion	December 2015

Agency	VicRoads		2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**		
Date Tabled	21 August 2013		
Recommendation 3.1	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement a statewide framework for prioritising the delivery of transport infrastructure that reconciles broader statewide priorities against the needs of growth areas		
Acceptance (current)	Accepted		
Action	VicRoads is working with Government agencies led by Department of Economic Development, Jobs, Transport & Resources (DEDJTR) to complete a statewide framework for prioritizing the delivery of transport infrastructure including growth areas. VicRoads is continuing with the work that was already underway before the audit. The report noted that VicRoads has developed a sound methodology supported by clear criteria for prioritising road infrastructure projects in outer suburban areas. This has enabled it to assess and prioritise road improvement projects needed in growth areas.		
Status	Partially completed		
Date commenced	December 2013	Date completed / due for completion	December 2015

Agency	VicRoads	2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**	
Date Tabled	21 August 2013	
Recommendation 3.2	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an implementation and funding strategy incorporating alternative financing options and innovative solutions to systematically address the transport backlog and meet the future needs of growth areas	
Acceptance (current)	Accepted	
Action	VicRoads 'case-by-case' approach to considering alternative funding sources is reasonable. However, a broader strategy focused on specifically addressing the extensive backlog of road projects in growth areas has the potential to further guide and assist this approach. VicRoads also advised that it has been taking steps over the past two years to improve its evaluation processes so that there is clearer understanding of the effectiveness of road infrastructure delivered in growth areas. This is being led by the Department of Economic Development, Jobs, Transport & Resources (DEDJTR) to complete a statewide framework.	
Status	Partially completed	
Date commenced	December 2013	**Date completed / due for completion** December 2015

Agency	VicRoads	2013–14
Audit Report	**Developing Transport Infrastructure and Services for Population Growth Areas**	
Date Tabled	21 August 2013	
Recommendation 3.3	That the Department of Transport, Planning and Local Infrastructure, in conjunction with Public Transport Victoria, VicRoads and the Growth Areas Authority develop and implement an associated monitoring and evaluation framework to assess whether the progressive delivery of transport infrastructure and services in growth areas is being achieved as planned and has been effective	
Acceptance (current)	Accepted	
Action	VicRoads is working with Government agencies led by Department of Economic Development, Jobs, Transport & Resources (DEDJTR) to develop a statewide framework, implementation strategy and evaluation framework. VicRoads has developed and implemented a Benefit Management Framework, Prioritisation Framework and Evaluation Framework to assist in this area.	
Status	Completed	
Date commenced	December 2013	**Date completed / due for completion** December 2014

Agency	VicRoads	2013–14
Audit Report	**Using ICT to Improve Traffic Management**	
Date Tabled	11 June 2014	
Recommendation 1	That the Department of Transport, Planning and Local Infrastructure, Public Transport Victoria and VicRoads develop a statewide strategic document on traffic management to ensure that VicRoads' efforts are in line with broader government policies and objectives, and to clarify the role and expectations for ICT traffic management systems to help address congestion and priority for road-based public transport.	
Acceptance (current)	Accepted	

Action	VicRoads is currently working with DEDJTR, other Government Departments, Councils and stakeholders to develop a Road Use Strategy. A draft will be released in mid-late 2015.		
	A principal traffic flow network has been drafted and will be incorporated into Victoria's planning policy framework after consultation with stakeholders and relevant planning approvals.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	December 2015

Agency	**VicRoads**		**2013–14**
Audit Report	**Using ICT to Improve Traffic Management**		
Date Tabled	11 June 2014		
Recommendation 2	That VicRoads develops a work program to ensure that traffic signals across the Victorian road network are consistent with network operating plans developed under the SmartRoads policy.		
Acceptance (current)	Accepted		
Action	VicRoads' Road Use Strategy will include strategies and actions to guide determination of the number and location of, and selection criteria for, its program of planned signal route reviews, and how these relate to the broader statewide strategic approach. As a result, VicRoads has already made several changes to its process of route review selection for 2014/15, taking into account SmartRoads principles, available congestion data, stakeholder nominations and discussions.		
	The program for the Traffic Signal Route Reviews (~10% per annum) continue to deliver benefit cost ratios of greater than 10 and ensure the relevant signals are consistent with the network operating plans under SmartRoads.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	December 2015

Agency	**VicRoads**		**2013–14**
Audit Report	**Using ICT to Improve Traffic Management**		
Date Tabled	11 June 2014		
Recommendation 3	That VicRoads reviews how its internal resource allocation decisions are impacting on its ability to effectively manage traffic in the Victorian road network.		
Acceptance (current)	Accepted		
Action	VicRoads has recently undergone a major restructure and has put considerable effort into how it has distributed resources throughout the organization.		
	VicRoads accepts that its current resourcing for traffic signal route reviews—set within the Roads Program—is not sufficient to achieve a desirable frequency of signal route reviews.		
	VicRoads has however, received additional funding through a targeted initiative under the Relieving Congestion on Suburban Roads Program for 2014/15 and 2015/16. This Program is essentially a metropolitan traffic congestion relief program aimed at reducing delays and congestion through a range of smaller scale road infrastructure and operational projects. The focus is on improving network operation to address delay and access for a range of road users, and underpinned by VicRoads' SmartRoads framework.		
	VicRoads will review around 20 additional routes during the Traffic Signal Route Reviews Program.		
Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	July 2015

Agency	VicRoads	2013–14
Audit Report	Using ICT to Improve Traffic Management	
Date Tabled	11 June 2014	
Recommendation 6.1	That VicRoads improves performance monitoring of deployed intelligent transport systems and assets by developing reliable and cost efficient methods to monitor performance of intelligent transport systems and assets	
Acceptance (current)	Accepted	
Action	Over the past three years, VicRoads has been developing and establishing an ITS asset performance monitoring program, and targets based on availability and evaluation of performance targets on community travel disruption costs. As part of this program, an investigation will be undertaken to address monitoring of reliability and effectiveness of asset operation and maintenance. The investigation is expected to be completed by December 2015. Both SCATS and STREAMS are able to monitor traffic volume and automatically adapt timings and phasings to manage the flow of vehicles. However, there is a limitation to what SCATS can realistically achieve in situations where traffic demand consistently exceeds road capacity.	
Status	Completed	

Date commenced	July 2014	Date completed / due for completion	December 2015

Agency	VicRoads	2013–14
Audit Report	Using ICT to Improve Traffic Management	
Date Tabled	11 June 2014	
Recommendation 6.2	That VicRoads improves performance monitoring of deployed intelligent transport systems and assets by developing a set of performance indicators that includes measures of reliability and effectiveness	
Acceptance (current)	Accepted	
Action	Austroads Project NT1913 ITS Performance Benchmarking, for which VicRoads was the Project Manager has now been completed which includes performance indicators for measuring reliability and effectiveness.	
Status	Completed	

Date commenced	July 2014	Date completed / due for completion	August 2015

Agency	VicRoads	2013–14
Audit Report	Using ICT to Improve Traffic Management	
Date Tabled	11 June 2014	
Recommendation 7.1	That VicRoads as a priority, makes improvements to the traffic signal review program, including increasing the frequency of reviews	
Acceptance (current)	Accepted	
Action	Funding for traffic signal reviews was increased in 2014/15 resulting in 660 sites being reviewed or around 16% of the network compared to 8.5% in 2013/14.	
Status	Completed	

Date commenced	July 2014	Date completed / due for completion	June 2015

Agency	VicRoads	2013–14
Audit Report	**Using ICT to Improve Traffic Management**	
Date Tabled	11 June 2014	
Recommendation 7.2	That VicRoads as a priority, makes improvements to the traffic signal review program, including working with transport agencies and stakeholders when considering which routes to review, such as public transport routes	
Acceptance (current)	Accepted	
Action	When developing the route review program for 2014/15, VicRoads sought input from a range of stakeholders including PTV, Yarra Trams and VicRoads Regions (which have engagement with all stakeholders). During 2015, VicRoads undertook a public consultation for traffic signal route reviews which included nominations for new reviews.	

Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	June 2015

Agency	VicRoads	2013–14
Audit Report	**Using ICT to Improve Traffic Management**	
Date Tabled	11 June 2014	
Recommendation 7.3	That VicRoads as a priority, makes improvements to the traffic signal review program, including undertaking cost-benefit analysis of traffic signal modifications	
Acceptance (current)	Accepted	
Action	VicRoads has undertaken a cost-benefit analysis for each individual route review in a manner that allows aggregation over the annual program. VicRoads will apply this analysis commencing from the 2014/15 signal route review program. This ties-in with the evaluation required to seek additional funding from the budget process in future years. Increased funding in 2014/15 for signal reviews resulted in 16% of network completed.	

Status	Completed		
Date commenced	July 2014	**Date completed / due for completion**	June 2015

Agency	VicRoads	2013–14
Audit Report	**Using ICT to Improve Traffic Management**	
Date Tabled	11 June 2014	
Recommendation 8	That VicRoads better informs decisions, evaluates the costs and benefits of the further deployment of intelligent transport system assets such as ramp metering, variable message signs, and reversible traffic lanes.	
Acceptance (current)	Accepted	
Action	All submissions for funding of ITS improvements or renewal in 2015–16 will be required to demonstrate likely costs and benefits. Completed projects are evaluated and reported. New ways of managing traffic using ITS are identified along with more conventional options for addressing known problems. As such, evaluating costs and benefits of further ITS asset deployment will continue to be incorporated into the evaluation of options undertaken at the Investment Logic Mapping (ILM) stage of the proposed initiatives, prior to business case development. Scanning for new approaches to manage traffic is part of VicRoads' ongoing strategy work. Ensuring new techniques are applied appropriately is part of VicRoads' ongoing review of operational policy and standards. Both of these functions are aided by VicRoads' strong involvement in Austroads' work on ITS and in continued improvements to Austroads Guides.	

Status	Completed		
Date commenced	June 2014	Date completed / due for completion	December 2014

Victoria Police

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 4	Victoria Police should develop a performance framework, independent of the Asset Confiscation Scheme, to enable Victoria Police management to assess the performance of the Criminal Proceeds Squad.		
Acceptance (current)	Accepted		
Action	The performance of the Criminal Proceeds Squad (CPS) is monitored through plans for the Crime Command Serious Crime (now Finance and CyberCrime) Portfolio, within the existing Crime Command planning and risk framework. In 2013/14and 2014/15 CPS Action Plans Performance Measures also accommodated strategy to service Asset Confiscation Scheme (ACS) objectives. To further assist in understanding business performance a CPS Performance Dashboard was developed and commenced operating as of January 2014.		
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	January 2014

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 5	Victoria Police should implement quality assurance processes around data and databases.		
Acceptance (current)	Accepted		
Action	All CPS investigations are now recorded on Interpose, a single corporately supported database.		
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	October 2013

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 14	Victoria Police should develop strategic and operational plans, linked to those of Crime Command, the Asset Confiscation Scheme and other Asset Confiscation Scheme agencies.		
Acceptance (current)	Accepted		
Action	Strategic and Operational planning for the ACS is contained within the annual plans of Crime Command which form part of the comprehensive Victoria Police coprporate planning process and hence sets direction for subsequent CPS unit planning.		
Status	Completed		
Date commenced	October 2013	Date completed / due for completion	August 2014

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 15	Victoria Police should undertake a risk assessment of the Criminal Proceeds Squad and its operating environment.		
Acceptance (current)	Accepted		
Action	A risk assessment of the CPS has been undertaken as part of the annual corporate planning process within Crime Command.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	August 2014

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 16	Victoria Police should review the resourcing model for the Criminal Proceeds Squad, including the cost-effectiveness of using Victorian Public Service staff.		
Acceptance (current)	Accepted		
Action	The resourcing model for CPS is annually reviewed as a part of the process of the Crime Command workgroup review, which is an internal process to consider the alignment of all Command workgroups and resources. The priorities of CPS (and the ACS) are included in the decision making process.		
Status	Completed		
Date commenced	March 2014	**Date completed / due for completion**	July 2014

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 18	Victoria Police should refocus the Criminal Proceeds Squad's investigations to be predominantly focused on profit-motivated, serious and organised crime.		
Acceptance (current)	Accepted		
Action	The audit came at a time when the Criminal Proceeds Squad was already undergoing significant change in the way that it undertook its work and this recommendation was already being actioned. Crime Command sponsored proposed changes to the VicPol Accountability and Resource Model (ARM) which directs the focus of CPS operations. A new Accountability & Resouce Model, predominantly focusing CPS investigations on profit-motivated, serious crime and organised crime, became effective 1.7.14. A 6 month transition period applied.		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	July 2014

Agency	Victoria Police		2013–14
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 19	Victoria Police should reallocate responsibility across the organisation for assisting victims of crime in identifying and restraining assets.		
Acceptance (current)	Accepted		

Action	Whilst it was intended to decentralise the activity within Victoria Police in the short term, the Criminal Proceeds Squad sees an opportunity for government to improve service to victims in the longer term by developing a facility external to Victoria Police to manage and perform this important service. Crime Command sponsored changes to the VicPol Accountability & Resource Model (ARM) which directs the focus of CPS operations excluding CPS from victims' comp work effective 1.7.2014. A 6 month transition period applied. State-wide training to decentralise victims' compensation activity commenced in June 2014 supported this activity (Linked to Recommendation 18).		
Status	Completed		
Date commenced	February 2014	**Date completed / due for completion**	July 2014

Agency	**Victoria Police**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 20	Victoria Police should redevelop practices to ensure that investigative tools are used to their full potential.		
Acceptance (current)	Accepted		
Action	A framework was developed to test VAGO assumptions by sampling CPS cases over a 6 month period. Specifically, review of CPS' use of information notices was conducted in order to address VAGO's concerns regarding the use of information notices as investigative tools and to refine CPS' process for collecting intelligence from financial institutions. It was found that the existing CPS practice of issuing information notices to the sixteen major financial institutions is a strategy that clearly represents the best value for the time invested in doing so. The testing scheme was used to ensure the the process for CPS' intelligence collection are not over-engineered and provide value for effort outcomes.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	October 2014

Agency	**Victoria Police**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 21	Victoria Police should develop and implement a Criminal Proceeds Squad training strategy that includes consistent, compulsory inductions for new staff members.		
Acceptance (current)	Accepted		
Action	Induction manual and internal induction processes revised and now operating. In addition training has been provided across the force to 1700 investigators and an additional 50 trained to the Subject Matter Expert level to ensure a frontline investigative response.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	December 2013

Agency	**Victoria Police**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 22	Victoria Police should establish processes for the routine and regular review of criminal proceeds guidance.		
Acceptance (current)	Accepted		
Action	Investigation Guidelines revised and published under an annual review framework.		

Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	December 2013

Agency	**Victoria Police**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 23	Victoria Police should develop, document and enforce the consistent use of case prioritisation and allocation procedures.		
Acceptance (current)	Accepted		
Action	ARM has been amended and an internal CPS case prioritisation framework (5 levels) has been developed and is being used to guide consistent prioritisation and allocation concerning CPS proactive and reactive investigations. Two new processes, namely the Target Viability Assessment Commitee and multi-skilled input into the Monthly Case Review process further enhance prioritisiation and allocation.		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	January 2014

Agency	**Victoria Police**		**2013–14**
Audit Report	**Asset Confiscation Scheme**		
Date Tabled	04 September 2013		
Recommendation 24	Victoria Police should improve the way that the Criminal Proceeds Squad records prioritisation and allocation information to enable better management reporting.		
Acceptance (current)	Accepted		
Action	Conversion of data base from standalone to Interpose Completed 1.7.2013. CPS Management team will use Interpose to enable improved management reporting. Rationale and/or investigation approach is now included in Interpose.		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	January 2014

Agency	**Victoria Police**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 1	Public sector agencies should establish agency-wide oversight of fixed voice and mobile usage and expenditure.		
Acceptance (current)	Accepted		
Action	Enterprise level Summary of Voice and mobile accounts expenditure has been implemented. Recommendation has been made to Executive Command that oversight will be undertaken through expenditure on phone usage being included in standard quarterly reports.		
Status	Partially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	**Victoria Police**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		

Date Tabled	18 September 2013		
Recommendation 2	Public sector agencies should develop clear guidance on the allocation and use of mobile phones.		
Acceptance (current)	Accepted		
Action	The approved Action Plan had two parts: 2a. Updates to user guides for phone usage, data plans and International travel, roaming have been completed with a continuous review focus. 2b. Allocation guidelines are clear, review and monitoring was approved in Action Plan.		
Status	Substantially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	**Victoria Police**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 3	Public sector agencies should establish consistent, agency-wide controls for effectively managing expenditure.		
Acceptance (current)	Accepted		
Action	Finance to include Agency -Wide Expenditure and Usage in regular reporting report to Executive Command. Local business managers to review local phone allocations and usage. Linked to Recommendation 1.		
Status	Partially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	**Victoria Police**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 4	Public sector agencies should review thresholds for allowable personal usage, and implement time frames for recovering associated costs.		
Acceptance (current)	Partially accepted		
Action	A $20/mth personal use trigger point has been recommended for monitoring by exception at local business manager level.		
Status	Partially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	**Victoria Police**		**2013–14**
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 5	Public sector agencies should promptly adopt variations to the whole-of-government agreements to optimise savings.		
Acceptance (current)	Accepted		
Action	Telecommunications Division has implemented a monitoring and escalation process for each contract variation step and intervention where necessary.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	June 2015

Agency	Victoria Police		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 6	Public sector agencies should systematically verify the accuracy of fixed voice and mobile invoices.		
Acceptance (current)	Accepted		
Action	Victoria Police is currently developing a Force -wide standard 'best practice ' validation procedures instead of individual Command procedures for local Business Managers to implement and follow.		
Status	Partially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	Victoria Police		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 7	Public sector agencies should regularly monitor fixed voice and mobile usage and cancel unused services.		
Acceptance (current)	Accepted		
Action	Current planning is for regular audits to be undertaken to identify unused phones for consideration of cancellation, with results to be incorporated into monthly reports.		
Status	Partially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	Victoria Police		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 8	Public sector agencies should regularly monitor data usage and actively manage data plans to optimise value.		
Acceptance (current)	Accepted		
Action	Telecommunications Division will continue to proactively monitor and manage data usage across the organisation and assist Commands and Departments to monitor and assess suitability of plans.		
Status	Completed		
Date commenced	October 2013	**Date completed / due for completion**	June 2014

Agency	Victoria Police		2013–14
Audit Report	**Managing Telecommunications Usage and Expenditure**		
Date Tabled	18 September 2013		
Recommendation 9	Public sector agencies should actively enforce compliance with policies on personal usage.		
Acceptance (current)	Accepted		
Action	Covered by Action Plan Plans in Recommendation 1.		

Status	Partially completed		
Date commenced	October 2013	**Date completed / due for completion**	October 2015

Agency	**Victoria Police**		**2013–14**
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 1	That Corrections Victoria and Victoria Police develop information and communications technology systems to support greater coordination and capacity utilisation of prisoner transport undertaken by different stakeholders.		
Acceptance (current)	Accepted		
Action	Victoria Police is working with Corrections Victoria to develop a solution that allows: • Electronic prisoner move requests, receipt and transfer out of prisoners into a single system (this is currently a manual process) • Real-time view of incoming and outgoing prisoners around the network • Reconciliation module, allowing transport contractor to bill (only) for completed movements • Automatic integration with Department of Justice & Regulations (DJR) legacy systems • Powerful reporting capability • Secure data transfer between departments, and the transport contractor		
Status	Substantially completed		
Date commenced	February 2015	**Date completed / due for completion**	November 2015

Agency	**Victoria Police**		**2013–14**
Audit Report	**Prisoner Transportation**		
Date Tabled	11 June 2014		
Recommendation 2	That Corrections Victoria and Victoria Police examine the use of different types of prisoner transportation, and the costs and risks across the full spectrum of the prisoner transportation system, to determine the value for money of current contractual arrangements.		
Acceptance (current)	Accepted		
Action	The Prisoner Transport Operating System will combine data from Prisoner Information Management System (PIMS) and e-justice for each transport order and have order status updated in near real time back to PIMS and eJustice. It provides for cross agency placement and tracking of orders and reporting including for costs of transports for each agency and in the system as a whole. Additionally, extensions to scope have been identified in relation to Telecourt (court appearance via Video), and effort in the Melbourne Assessment Prison related to management of prisoner files. This effort is currently being scoped and a resource has been recruited to undertake this work. This second Phase will require procurement activities as well as re-contracting with the vendor, Immersive, for the additional effort. Implementation is currently set for November 2015		
Status	Substantially completed		
Date commenced	February 2015	**Date completed / due for completion**	November 2015

Victoria State Emergency Service

Agency	**Victoria State Emergency Service**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 1.1	The Country Fire Authority and the Victoria State Emergency Service should improve their central and regional oversight of volunteer workforce management by strategically using the available information, such as volunteer demographic data, Brigade Operational Skills Profiles and ERAS-e profiles, and developing new information, such as risk assessment, to increase their awareness of actual and required volunteer numbers		
Acceptance (current)	Accepted		
Action	Data integrity project undertaken to validate volunteer numbers. Ongoing ERASi project which is refining the requirement around our emergency activity practices and hence the volunteer numbers required to respond to the various activities. Ongoing data cleansing and reporting using the spotfire tool to ensure the quality of the data is maintained. The new onboarding volunteer registration and membership portal will collect additional demographic data. further enhancements are required to achieve more robust demographics.		
Status	Partially completed		
Date commenced	July 2014	**Date completed / due for completion**	March 2016

Agency	**Victoria State Emergency Service**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 1.2	The Country Fire Authority and the Victoria State Emergency Service should improve their central and regional oversight of volunteer workforce management by strategically using the available information, such as volunteer demographic data, Brigade Operational Skills Profiles and ERAS-e profiles, and developing new information, such as risk assessment, to increase their awareness of the gaps and risks around volunteer capability and capacity		
Acceptance (current)	Accepted		
Action	Improving the emergency activity practices within Units and updating and benchmarking against historical response data from the ERASi system. The identified gaps are then addressed in the 3 year cycle Unit business plans. More work is required to understand the dynamic availability of the volunteer workforce. This will be addressed through the workforce management and volunteer availability project. These systems were not funded through the government expenditure review subcommittee therefore they have been funded from reprioritisation of existing resources. This has lead to a delay in action taken.		
Status	Partially completed		
Date commenced	February 2015	**Date completed / due for completion**	December 2016

Agency	**Victoria State Emergency Service**	**2013–14**
Audit Report	**Managing Emergency Services Volunteers**	
Date Tabled	05 February 2014	
Recommendation 2	The Country Fire Authority and the Victoria State Emergency Service should develop recruitment and retention strategies to guide these activities centrally, regionally and at the district, brigade and unit level, so that approaches are consistent with the organisations' strategic goals.	
Acceptance (current)	Accepted	

Action	Two recruitment and retention pilot programs were undertaken in North West Region and Central Region. A volunteer recruitment and retention manual was developed as an outcome of these two pilots. These two regions were chosen as they were the most diverse. The onboarding process was also an issue for new volunteers this has now been streamlined. Volunteers are now surveyed every 3 months in the first 18 months of joining VICSES and any issue identified in the surveys are addressed by the Region.		
Status	Partially completed		
Date commenced	July 2014	Date completed / due for completion	December 2015

Agency	Victoria State Emergency Service		2013–14
Audit Report	Managing Emergency Services Volunteers		
Date Tabled	05 February 2014		
Recommendation 3	The Country Fire Authority and the Victoria State Emergency Service should implement risk management processes within regions, districts, brigades and units to understand and manage the local risks associated with their volunteer workforces.		
Acceptance (current)	Accepted		
Action	The development of the VICSES Service Delivery Strategy 2025 will support the capability and capacity of staff and volunteers to respond to emergencies in an effective and sustainable way, meeting community needs and demands driven by chnaging climate, population and culural diversity. The strategy set the direction for systems development, and enhance policy, procedures and processes that will support evidence based decision making and effective investment in service delivery. The emergency activity plans are developed for the community risk statements and the response activities. As the strategy's implementation plans are developed the organisation will become better able to respond to the local emergency management needs.		
Status	Partially completed		
Date commenced	March 2014	Date completed / due for completion	December 2016

Agency	Victoria State Emergency Service		2013–14
Audit Report	Managing Emergency Services Volunteers		
Date Tabled	05 February 2014		
Recommendation 4	The Victoria State Emergency Service should review and improve data quality around volunteer numbers and skills.		
Acceptance (current)	Accepted		
Action	The Data integrity project was formed in July 2014 to undertake a few initiatives, including data cleansing of volunteer data, building a tool for regions to check and maintain the data quality on a regular basis. These two initiatives are now close to being completed. As part of this same project, a new Volunteer membership portal is currently being kicked-off as a joint initiative with CFA, which will allow the volunteer registration process to run smoothly but also to capture all the volunteer data electronically instead of paper. A new Learning Management System is being considered but not yet approved due to funding constraints, to assist amongst other things with the data quality around our volunteer skills. It is planned that it will replace our current TRAIN database, our current repository of volunteer skills data.		
Status	Partially completed		
Date commenced	July 2014	Date completed / due for completion	December 2016

Agency	Victoria State Emergency Service	2013–14
Audit Report	**Managing Emergency Services Volunteers**	
Date Tabled	05 February 2014	
Recommendation 5	The Country Fire Authority and the Victoria State Emergency Service should evaluate volunteer support systems and processes.	
Acceptance (current)	Accepted	
Action	The systems and process reviewed are the SafeGate system for reporting hazards, incidents and accidents. More training to staff to support volunteers in the application of this system. New onboarding system that reduces manual entry and optimises accurate data. New online training packages that support the 'learning anywhere' model. Access to an availability app for volunteers so they can nominate a roster they are available for. An new learning management system and student management system that will support on line learning and accreditation and well as supporting recognition of prior learning. Role and training pathways project that will support more efficent and effective targetting of skills againsrt the ERASi profiles.	
Status	Partially completed	

Date commenced	May 2014	Date completed / due for completion	December 2016

Agency	Victoria State Emergency Service	2013–14
Audit Report	**Managing Emergency Services Volunteers**	
Date Tabled	05 February 2014	
Recommendation 6	The Country Fire Authority and the Victoria State Emergency Service should explore further opportunities to collaborate with each other.	
Acceptance (current)	Accepted	
Action	CFA and VICSES have been working together on a number of initiatives since the audit: 1) the timesheet replacement project is currently rolling out a VICSES instance of the Kronos system, currently in use at CFA. CFA have been sharing their lessons learnt with VICSES and providing some support and guidance. 2) the Volunteer Membership Portal initiative is being kicked-off as a joint initiative, co-funded and co-resourced between CFA and VICSES. It will see the development of a common portal where volunteer registration information is captured and interfaced with RMS, our common resource management system. 3) the Learning Management System Project, yet to be kicked off, will implement CFA's system at VICSES, pending on funding to be released. VICSES was highly involved in the CFA tender process and requirements gathering process. 4) the Web presence project, currently looking at replacing VICSES website and extranet, is investigating synergies with CFA's CMS.	
Status	Substantially completed	

Date commenced	July 2015	Date completed / due for completion	December 2016

Agency	Victoria State Emergency Service	2013–14
Audit Report	**Managing Emergency Services Volunteers**	
Date Tabled	05 February 2014	
Recommendation 9	The Victoria State Emergency Service should improve ERAS-e profiles to reflect volunteer activity and availability.	
Acceptance (current)	Accepted	
Action	This project was commenced 4 years ago and has had many enhancements. Currently each Region is reviewing the EAPs in ERASi to update them and work with the Units to develop their three year business plan to address any gaps in their required resources.	

Status	Partially completed		
Date commenced	March 2014	**Date completed / due for completion**	December 2015

Agency	**Victoria State Emergency Service**		**2013–14**
Audit Report	**Managing Emergency Services Volunteers**		
Date Tabled	05 February 2014		
Recommendation 10	The Victoria State Emergency Service should align ERAS-e profiles with its planning cycle.		
Acceptance (current)	Accepted		
Action	VICSES is continuing to work with each Unit to ensure their ERASi profiles align with the planning cycle. The implmentation of the Service Delivery Strategy will enable longer term planning.		
Status	Partially completed		
Date commenced	November 2014	**Date completed / due for completion**	July 2016

Victorian Funds Management Corporation

Agency	**Victorian Funds Management Corporation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	VFMC is an outer budget agency and is not required to submit an annual ISMF self-assessment compliance report. At the same time, with guidance from an appropriately skilled IT security consulting firm, VFMC has established and annually updates IT and IT security policies and standards that are based on the requirements contained in ISO 27001. The IT internal controls form part of the annual GS007 audit. The findings of this audit are reported to VFMC's Audit, Risk and Compliance Committee (ARCC) and Board. VFMC's IT platform, management and controls have changed significantly since the performance audit was performed in July 2013. In May 2015, the specific recommendations included in VAGO's management letter were audited by Deloitte (VFMC's internal auditor) as part of an annual internal IT penetration test audit. Deloitte were satisfied with the appropriateness of VFMC's framework and actions and presented their findings to VFMC's ARCC.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	June 2014

Agency	**Victorian Funds Management Corporation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		

Action	VFMC is an outer budget agency and is not required to submit an annual ISMF self-assessment compliance report. At the same time, VFMC has established IT and IT security policies and standards that are based on the requirements contained in ISO 27001. These policies and standards are updated annually and include the responsibilities of third party service providers. The IT internal controls form part of the annual GS007 audit. The findings of this audit are reported to VFMC's Audit, Risk and Compliance Committee (ARCC) and Board.
	VFMC's IT platform, management and controls have changed significantly since the performance audit was performed in July 2013.
	In May 2015, the specific recommendations included in VAGO's management letter were audited by Deloitte (VFMC's internal auditor) as part of an annual internal IT penetration test audit. Deloitte were satisfied with the appropriateness of VFMC's framework and actions and presented their findings to VFMC's ARCC.
Status	Completed
Date commenced	November 2013	Date completed / due for completion	June 2014

Agency	Victorian Funds Management Corporation	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.	
Acceptance (current)	Accepted	
Action	VFMC's IP addresses are supplied by its internet services provider. The internet services provider then registers these IP addresses with the Asia-Pacific Internet Centre.	
	VFMC's IT platform, management and controls have changed significantly since the performance audit was performed in July 2013.	
	In May 2015, the specific recommendations included in VAGO's management letter were audited by Deloitte (VFMC's internal auditor) as part of an annual internal IT penetration test audit. Deloitte were satisfied with the appropriateness of VFMC's framework and actions and presented their findings to VFMC's Audit Risk and Compliance Committee.	
Status	Completed	
Date commenced	November 2013	Date completed / due for completion	June 2014

Agency	Victorian Funds Management Corporation	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.	
Acceptance (current)	Accepted	
Action	Inner WoVG agencies are required to implement the ASD Top 4 Strategies to Mitigate Targeted Cyber Intrusions. VFMC is not an inner WoVG agency. At the same time, VFMC has established IT and IT security policies and standards that are based on the requirements contained in ISO 27001. These policies and standards include the requirements that form the ASD Top 4 Strategies. These IT and IT security policies and standards are updated annually. The IT internal controls form part of the annual GS007 audit. The findings of this audit are reported to VFMC's Audit, Risk and Compliance Committee (ARCC) and Board.	
	In May 2015, the specific recommendations included in VAGO's management letter were audited by Deloitte (VFMC's internal auditor) as part of an annual internal IT penetration test audit. Deloitte were satisfied with the appropriateness of VFMC's framework and actions and presented their findings to VFMC's ARCC.	

Status	Completed		
Date commenced	November 2013	Date completed / due for completion	June 2014

Agency	**Victorian Funds Management Corporation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.		
Acceptance (current)	Accepted		
Action	Inner WoVG agencies are required to implement the ASD Top 4 Strategies to Mitigate Targeted Cyber Intrusions. VFMC is not an inner WoVG agency. At the same time, with guidance from an appropriately skilled IT security consulting firm VFMC has established IT and IT security policies and standards that are based on the requirements contained in ISO 27001. These policies and standards include the VFMC's third party service requirements around security and third party responsibilities. The IT internal controls form part of the annual GS007 audit. The findings of this audit are reported to VFMC's Audit, Risk and Compliance Committee (ARCC) and Board. In May 2015, the specific recommendations included in VAGO's management letter were audited by Deloitte (VFMC's internal auditor) as part of an annual internal IT penetration test audit. Deloitte were satisfied with the appropriateness of VFMC's framework and actions and presented their findings to VFMC's ARCC.		
Status	Completed		
Date commenced	November 2013	Date completed / due for completion	June 2014

Agency	**Victorian Funds Management Corporation**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.		
Acceptance (current)	Accepted		
Action	Inner WoVG agencies are required to implement the ASD Top 4 Strategies to Mitigate Targeted Cyber Intrusions. VFMC is not an inner WoVG agency. At the same time, with guidance from an appropriately skilled IT security consulting firm VFMC has established IT and IT security policies and standards that are based on the requirements contained in ISO 27001. These policies and standards include patching guidelines that are reviewed and updated annually. The IT internal controls form part of the annual GS007 audit. The findings of this audit are reported to VFMC's Audit, Risk and Compliance Committee (ARCC) and Board. In May 2015, the specific recommendations included in VAGO's management letter were audited by Deloitte (VFMC's internal auditor) as part of an annual internal IT penetration test audit. Deloitte were satisfied with the appropriateness of VFMC's framework and actions and presented their findings to VFMC's ARCC.		
Status	Completed		
Date commenced	November 2013	Date completed / due for completion	June 2014

Victorian Government Purchasing Board

Agency	Victorian Government Purchasing Board	2013–14
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 2	That the Victorian Government Purchasing Board updates its guidance to more clearly explain departments' records management obligations and how these should be incorporated in contracts.	
Acceptance (current)	Accepted	
Action	The VGPB has updated its Guide to Specification Writing (see attached) to include detailed reference to the Public Records Office of Victoria's (PROV) policy and guidance material for outsourced arrangements. Please see page 4, rows 2 and 3 titled Technology, systems and management techniques and records management. Reference to PROV is also included on page 1 in the Using this Guide box. In addition to updating the guide, the VGPB has included reference to PROV requirements in its clause bank for use in government contracts. The intention of this clause is to highlight when the PROV requirements may be applicable and to refer the procurement practitioner to the PROV website for the most up to date guidance material. (see attached)	
Status	Completed	
Date commenced	July 2014	**Date completed / due for completion** July 2014

Agency	Victorian Government Purchasing Board	2013–14
Audit Report	**Managing Consultants and Contractors**	
Date Tabled	12 June 2014	
Recommendation 8	That the Victorian Government Purchasing Board defines how it will monitor, evaluate and report on the impacts of procurement reform and the actions needed to address emerging issues and reinforce beneficial outcomes.	
Acceptance (current)	Accepted	
Action	This recommendation has been fully implemented. VGPB's supply policy framework and monitoring framework are both in place. In April 2015, VGPB issued letters to departments advising of the first 3-year rolling audit program, that will occur over the period 2016 –18. The letters included a baseline audit template to assist departments with development of their audit scope. VGPB will endorse each department's audit scope prior to commencement of this audit to ensure all requirements are met. Between three and four audits are scheduled per year to ensure all department audits are completed by the end of 2018.	
Status	Completed	
Date commenced	July 2014	**Date completed / due for completion** April 2015

Victorian Managed Insurance Authority

Agency	Victorian Managed Insurance Authority	2013–14
Audit Report	**Implementation of the Government Risk Management Framework**	
Date Tabled	30 October 2013	
Recommendation 3	That Victorian Managed Insurance Authority update the detailed guidelines to reflect the Department of Treasury & Finance's updates to the Victorian Government Risk Management Framework, incorporating our recommendations to address the gaps- including most importantly how agencies should manage interagency and statewide risks.	
Acceptance (current)	Accepted	

Action	This was incorporated in VMIA's Annual Business Plan 2014–15 with a specific action item to "support the update and implementation of the revised Victorian Government Risk Management Framework and Ministerial Directions". The timeliness was set by a KPI to update VGRMF guidance material and client learning strategy (target 30/09/14). Actions leading to this implementation include:
	-VMIA assisted DTF with technical advice and public sector consultation in the development of the updated VGRMF released in May 2015.
	- In May 2015 VMIA released a new Risk Practice Guide reflecting the updated VGRMF aimed at assisting the public sector to improve risk capability (1,200 copies distributed). The guide provides information and outlines key components to managing inter-agency and state significant risks
	-VMIA hosted client forum on the VGRMF update on 13 August 2015 with over 250 attendees and was opened by the Minister for Finance.
Status	Completed

Date commenced	December 2013	Date completed / due for completion	May 2015

Agency	Victorian Managed Insurance Authority	2013–14
Audit Report	**Implementation of the Government Risk Management Framework**	
Date Tabled	30 October 2013	
Recommendation 4	That Victorian Managed Insurance Authority develop a learning and development strategy to clearly guide and focus its support and training activities, prioritising actions for addressing the most significant weaknesses and gaps in current risk management practices. This strategy should be informed by the Department of Treasury & Finance's review of agencies' compliance.	
Acceptance (current)	Accepted	
Action	This was incorporated in VMIA's Annual Business Plan 2014–15 with a specific action item to "deliver client training and events and supporting guidelines and tools to build risk management capability" and "implement client learning and development strategy" The timeliness was set by a KPI to deliver a new strategy (target 30/9/2014). Actions leading to this implementation include:	
	- Developing a client learning strategy to address identified gaps and incorporating VGRMF requirements	
	- Implemented an enhanced client learning program focussed on building risk capability	
	- Delivered learning programs across metropolitan and regional Victoria	
	- Delivered on-line learning centre	
	- Delivered an enhanced risk maturity assessment approach	
	- Commenced the development of an on-line risk maturity assessment.	
Status	Completed	

Date commenced	December 2013	Date completed / due for completion	May 2015

Victorian Registration and Qualifications Authority

Agency	Victorian Registration and Qualifications Authority	2013–14
Audit Report	**Apprenticeship and Traineeship Completion**	
Date Tabled	12 March 2014	
Recommendation 5	Due to ongoing change over the short to medium term, it is essential that the Victorian Registration and Qualifications Authority document and make publicly available comprehensive information about its regulation of apprenticeships and traineeships to facilitate regulatory compliance and the effective operation of the system. The document should include details of: objectives for regulation of apprenticeships and traineeships; roles and responsibilities of all parties, including escalation points; common problems, their solutions and who to contact for more information.	
Acceptance (current)	Accepted	

Action	The VRQA's website now contains substantially more information on apprenticeship and traineeship regulation than it did at the start of 2014. The scope of this information covers VAGO's recommendation (objectives, roles and responsibilities of parties; problems and solutions). In 2015, in response to the VRQA Client and Stakeholder Survey, further information was developed for apprentices, trainees and their employers. This includes an employer checklist and a two-minute video that covers the roles and responsibilities of employers and their apprentices or trainees. A link to this video is sent via SMS to commencing apprentices and trainees and their employers once a quarter.		
Status	Completed		
Date commenced	April 2014	Date completed / due for completion	July 2014

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 6	That the Victorian Registration and Qualifications Authority, in collaboration with the Department of Education and Early Childhood Development, prioritise development of a secure register of apprentices and trainees which includes all the information required to meet the Department of Education and Early Childhood Development and the Victorian Registration and Qualifications Authority's needs in relation to planning, policy development and regulation of apprenticeships and traineeships in Victoria.		
Acceptance (current)	Accepted		
Action	The existing register, called DELTA, is being replaced. This project is on schedule. Following a public tender process, the VRQA and the Information Technology Division of the Department are finalising contract negotiations with the leading bidder to create a new secure register, to be implemented by June 2016. The revised implementation timeline is set out in the Ministerial Statement of Expectations for the VRQA.		
Status	Partially completed		
Date commenced	June 2014	Date completed / due for completion	June 2016

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 7	The Victorian Registration and Qualifications Authority should develop memoranda of understanding-documenting information sharing protocols and roles and responsibilities-with: Australian Apprenticeships Centres; WorkSafe Victoria; Fair Work Australia; the Department of Education and Early Childhood Development.		
Acceptance (current)	Accepted		
Action	MoUs with the Fair Work Ombudsman and the Commonwealth Department of Industry (now renamed the Department of Education & Training) are published on the VRQA website at http://www.vrqa.vic.gov.au/about/Pages/legalframework.aspx

The Commonwealth indicated that the Department of Education & Training, as the contract manager for Australian Apprenticeship Centres, would be the signatory to the MoU, rather than individual Australian Apprenticeship Centres. An MoU that documents information sharing protocols, roles and responsibilities with WorkSafe is near completion. Furthermore the VRQA has been negotiating an MoU with the Victorian Department of Education & Training for some time. This draft MoU is being considered by the Department. | | |
| Status | Substantially completed | | |
| Date commenced | April 2014 | Date completed / due for completion | September 2014 |

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 8	That the Victorian Registration and Qualifications Authority develop a more robust employer approval process that gives due consideration to whether employers are fit and proper.		
Acceptance (current)	Accepted		
Action	Implemented 1 January 2015. The changes strengthen protections for apprentices and trainees without increasing regulatory burden. When seeking to register a training contract, new employers are asked to make declarations about their background, including convictions for indictable offences and any findings or convictions in relation to workplace safety, pay and conditions. The new process is documented on the VRQA website at http://www.vrqa.vic.gov.au/apptrain/Pages/atemprovcess.aspx		
Status	Completed		
Date commenced	January 2015	**Date completed / due for completion**	January 2015

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 9	That the Victorian Registration and Qualifications Authority, in addition to the monitoring and evaluation required under contract, develop arrangements to regularly analyse information collected through regulatory field services to identify improvement opportunities and inform policy and program development.		
Acceptance (current)	Accepted		
Action	Implemented in January 2014 and reporting commenced in February 2014 with the first detailed report to the VRQA Board on field activities. Additionally the VRQA formally briefed senior Departmental officers on the outcomes of the 2014 regulatory field services review, which included a large amount of information collected through field services. In 2015 further enhancements have been made to the reporting VRQA provides to the VRQA Board, the Department and the public. This includes quarterly field work reports generated through the JobReady and DELTA databases. These reports identify emerging risks and problem areas (such as high cancellation and dispute rates). This intelligence is used to inform programmatic responses - for example the VRQA's campaign in the automotive industry, as described on the VRQA website at http://www.vrqa.vic.gov.au/apptrain/Pages/autocpaign.aspx		
Status	Completed		
Date commenced	January 2014	**Date completed / due for completion**	January 2014

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 10.1	That the Victorian Registration and Qualifications Authority: review the risks identified in the due diligence report for: implementation of mitigation measures or risk treatment; changes in risk rating		
Acceptance (current)	Accepted		

Action	The VAGO report noted that the VRQA had developed a risk register to address the major risks identified in its 2012 due diligence report. A new risk register was developed and endorsed by the Apprenticeship and Traineeship subcommittee of the VRQA Board in March 2014. This is a 'live' register and updates are provided and discussed at each subcommittee meeting. Existing controls are examined in light of emerging risks and changing risk ratings. This in turn leads to the formulation of operational plans and work schedules. An example is that evidence of increased levels of RTO and employer non-compliance with Section 5.5 of the ETRA led to the decision to undertake apprenticeship regulatory campaigns in the automotive and commercial cookery industries.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	March 2014

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 10.2	That the Victorian Registration and Qualifications Authority: identify emerging risks, following the changes the Victorian Registration and Qualifications Authority has made to the apprenticeship and traineeship regulation system		
Acceptance (current)	Accepted		
Action	The risk register, which is a 'live' document, identifies risks associated with the change in the regulatory field services model to an outsourced service from September 2013. This includes, for example, the risk that clients and stakeholders may not understand the VRQA's role and regulatory model. The actions taken to address this risk have included - an apprenticeship and traineeship engagement strategy - the enhancement of information using multiple methods (web-based, e-News, forums)		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	March 2014

Agency	Victorian Registration and Qualifications Authority		2013–14
Audit Report	**Apprenticeship and Traineeship Completion**		
Date Tabled	12 March 2014		
Recommendation 10.3	That the Victorian Registration and Qualifications Authority: develop a schedule of work to address these new and residual identified risks		
Acceptance (current)	Accepted		
Action	A new risk register was developed and endorsed by the Apprenticeship and Traineeship subcommittee of the VRQA Board in March 2014. This is a 'live' register and existing controls are examined in light of residual and emerging risks and changing risk ratings. This in turn leads to the formulation of operational plans and work schedules. An example of a 'residual' risk that the VRQA inherited from the Department is the risk of unauthorised access, manipulation and release of personal and private information from the DELTA database. This is being addressed through a) undertaking security remediation work on DELTA and b) replacing DELTA. An example of a 'new' risk is the regulatory campaigns in the automotive and commercial cookery industries to address systemic RTO and employer non-compliance with Section 5.5 of the ETRA.		
Status	Completed		
Date commenced	March 2014	Date completed / due for completion	March 2014

Worksafe Victoria

Agency	**Worksafe Victoria**	**2013–14**
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**	
Date Tabled	28 November 2013	
Recommendation 3	That WorkSafe provides support to the boards of public hospitals and health services on occupational health and safety leadership and requirements to raise awareness of their responsibilities to comply with occupational health and safety laws, so that public hospital staff receive the highest practicable level of occupational health and safety protection.	
Acceptance (current)	Accepted	
Action	We've developed a hospital intervention program that includes strategic targeting, a dedicated specialist health unit, a new employer based prevention programs, retrained inspectors, the piloting of a major data initiative to provide new industry wide reports and a high level engagement strategy to build long term sustainability in the health services OHS protection of its workers. Work to date includes: - Delivering a Hospital Intervention Program focused on: 1. Meeting with Boards (7 complete, 7 planned for 2015/16). 2. Then meeting with executive leadership 3. Then commencing inspections to review OHS compliance - In addition WorkSafe sought to strengthen DHHS' OHS requirements in the industry agreement. This was reflected in 2014 and again in 2015. - WorkSafe also sought participation in DHHS forums on OHS (CE appointment on OH&S and Wellbeing Governance Council and as chair of an Occupational Violence Task Force)	
Status	Completed	
Date commenced	December 2013	**Date completed / due for completion**	September 2015

Agency	**Worksafe Victoria**	**2013–14**
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**	
Date Tabled	28 November 2013	
Recommendation 5.1	That while public hospital industry occupational health and safety risk remains significant compared to other industries, WorkSafe annually confirms to the Department of Health that public hospitals and health services comply with occupational health and safety legislation	
Acceptance (current)	Accepted	
Action	WorkSafe is implementing its new Hospital Intervention Program which provides for the assessment of OHS compliance across the industry. The program starts with the hospital board and executive visits with compliance visits the third stage. As at September 2015 there hasn't been sufficient time to issue an industry wide report on OHS compliance. To date only a selection of hospitals have reached stage 3 of the program and WorkSafe doesn't consider it appropriate to issue an industry wide report until the majority of hospitals have reached stage 3. However WorkSafe will issue a report to DHHS covering the results of the visits undertaken during 2014/15 (1727 total visits completed) and advise on risk control issues and their OHS performance by the end of October 2015. In 2015/16 WorkSafe's finalised plan provides for an increase in strategic visits (from approx. 860 in 2014/15 to 1700 in 2015/16).	
Status	Partially completed	
Date commenced	December 2013	**Date completed / due for completion**	June 2016

Agency	Worksafe Victoria	2013–14
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**	
Date Tabled	28 November 2013	
Recommendation 5.2	That while public hospital industry occupational health and safety risk remains significant compared to other industries, WorkSafe annually confirms to the Department of Health that public hospitals and health services have in place a systematic approach to the control of occupational health and safety risks, and that effective risk control mechanisms exist.	
Acceptance (current)	Accepted	
Action	See response to recommendation 5.1.	
Status	Partially completed	
Date commenced	December 2013	**Date completed / due for completion** June 2016

Agency	Worksafe Victoria	2013–14
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**	
Date Tabled	28 November 2013	
Recommendation 6	That WorkSafe identifies sector-wide occupational health and safety risks in public hospitals and provides this information to the Department of Health, public hospitals and health services.	
Acceptance (current)	Accepted	
Action	WorkSafe has issued the top OHS risk as part of the hospital board presentation visits. WorkSafe will issue a more comprehensive industry wide report when WorkSafe and ISCRR have completed the analysis of public health service OHS industry incident data set. This initiative was agreed to as part of the occupational violence audit and will result the in most comprehensive assessment of OHS risk in any Australian jurisdiction. The project has been scoped by ISCRR. The compensation research database has been readied for receiving information and research is currently being selected to undertake the first mapping of the data for matching purposes. Notwithstanding this, the first industry report will be produced in early 2016 and will cover emerging issues in research and OHS risk for the health services industry prepared by ISCRR.	
Status	Partially completed	
Date commenced	December 2013	**Date completed / due for completion** June 2016

Agency	Worksafe Victoria	2013–14
Audit Report	**Occupational Health and Safety Risk in Public Hospitals**	
Date Tabled	28 November 2013	
Recommendation 7	That the Department of Health and WorkSafe collaborate to assist public hospitals and health services to control the highest occupational health and safety risks.	
Acceptance (current)	Accepted	

Action	The strategy for collaboration with DHHS as the system manager provides for support from WorkSafe to build OHS ownership in DHHS. In 2014/15 WorkSafe implemented the following collaboration: - WorkSafe's CE and Secretary of DHHS meeting now in place - WorkSafe's CE appointed as chair of an Occupational Task Force & DHHS OH&S and Wellbeing Governance Council. - input into the DHHS 2014/15 and 2015/16 performance management framework for health services clarifying OHS requirements. - working together to establish the WorkSafe Hospital Intervention Program. - Supporting DHHS work on Occupational Violence Prevention Fund - funding DHHS to facilitate health service participation in WorkHealth Improvement Network. - collaborating on OHS incident data initiate and redevelopment of the risk system for health services - establishment of a a single point of contact between both organisations by September 2015		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	September 2015

Agency	**Worksafe Victoria**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 7	Departments and agencies included in this audit should take a more rigorous approach to completing their annual information security management framework self-assessment report.		
Acceptance (current)	Accepted		
Action	As an outer agency, WorkSafe is not required to complete an annual information security management framework self-assessment report. WorkSafe has amended their process in relation to annual compliance reporting: • The Annual compliance summary report is prepared for the CEO and may also be issued to DSDBI if required. • Compliance is noted in the annual compliance report for the Audit Committee.		
Status	Completed		
Date commenced	April 2014	**Date completed / due for completion**	September 2014

Agency	**Worksafe Victoria**		**2013–14**
Audit Report	**WoVG Information Security Management Framework**		
Date Tabled	27 November 2013		
Recommendation 8	Departments and agencies included in this audit should make sure their annual self-assessment reports reflect the true status and risk to agency business from any third party service provider they may use.		
Acceptance (current)	Accepted		
Action	As an outer agency, WorkSafe is not required to complete an annual information security management framework self-assessment report. The WorkSafe process for compliance reporting considers the corporate information security policy and includes control effectiveness and risk in relation to third party service providers.		
Status	Completed		
Date commenced	April 2014	**Date completed / due for completion**	September 2014

Agency	Worksafe Victoria	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 13	Departments and agencies included in this audit should implement appropriate action to maintain the accuracy of their IP address information with the Asia-Pacific National Internet Centre.	
Acceptance (current)	Accepted	
Action	Accuracy of IP address ranges has been validated as part of the annual Penetration Test audit for FY14/15.	
Status	Completed	
Date commenced	June 2015	**Date completed / due for completion** June 2015

Agency	Worksafe Victoria	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 14	All public sector agencies in Victoria should review the Australian Signals Directorate Top 4 Strategies to Mitigate Targeted Cyber Intrusions, and implement these practices as a matter of urgency.	
Acceptance (current)	Accepted	
Action	The Top 4 Strategies to mitigate targeted cyber intrusions has been reviewed and considered as a driver for planning of vulnerability management activities. The agreed plan is monitored by the ITSS Vulnerability Management Committee. Progress updates are provided to the Information Security Governance Committee.	
Status	Completed	
Date commenced	December 2013	**Date completed / due for completion** December 2013

Agency	Worksafe Victoria	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 15	All public sector agencies in Victoria should retain responsibility for managing and allocating passwords if third party service providers are used.	
Acceptance (current)	Accepted	
Action	Detailed requirements for audit logging and monitoring of privileged accounts have been defined. A new monitoring tool (Sentinel) has been deployed and is being progressively rolled out across core platforms. The risk in relation to privileged accounts has been assessed, tabled and accepted at the Vulnerability Management Committee.	
Status	Completed	
Date commenced	December 2013	**Date completed / due for completion** March 2014

Agency	Worksafe Victoria	2013–14
Audit Report	**WoVG Information Security Management Framework**	
Date Tabled	27 November 2013	
Recommendation 16	All public sector agencies in Victoria should review the patching guidelines published on the Australian Signals Directorate's website and develop, implement or review their patching strategy.	
Acceptance (current)	Accepted	

Action	The patching guidelines published on the Australian Signals Directorate's website have been considered in the ITSS Security Standard.		
Status	Completed		
Date commenced	December 2013	**Date completed / due for completion**	December 2013

Agency	**Worksafe Victoria**		**2012–13**
Audit Report	**Management of Staff Occupational Health and Safety in Schools**		
Date Tabled	29 May 2013		
Recommendation 7	WorkSafe should evaluate all injury reduction tools to understand their impact on claims and workplace behaviour.		
Acceptance (current)	Accepted		
Action	Action taken: • Initiated evaluation of impact of workplace projects, however uncompleted due to lack of documentation, organisation restructure, and key staff departure • Development of a whole-of-organisation research strategy with ongoing funding for evaluation • Allocation of 30% of total 2014–15 research budget to evaluation work • Development of organisation-wide framework for monitoring and evaluation.		
Status	Partially completed		
Date commenced	July 2013	**Date completed / due for completion**	September 2015

Agency	**Worksafe Victoria**		**2012–13**
Audit Report	**Management of Staff Occupational Health and Safety in Schools**		
Date Tabled	29 May 2013		
Recommendation 8	WorkSafe should provide regular updates to the Department of Education and Early Childhood Development on school occupational health and safety performance, compliance and claims trends based on workplace visits and other available resources.		
Acceptance (current)	Accepted		
Action	Action taken: • Re-engagement with DET • Sharing data with DET.		
Status	Completed		
Date commenced	November 2013	**Date completed / due for completion**	August 2014

Agency	**Worksafe Victoria**		**2012–13**
Audit Report	**Management of Staff Occupational Health and Safety in Schools**		
Date Tabled	29 May 2013		
Recommendation 9	The Department of Education and Early Childhood Development and WorkSafe should jointly investigate ways to improve occupational health and safety compliance in government schools.		
Acceptance (current)	Accepted		

Action	Action taken:
	• WorkSafe established an internal DEECD working group to identify ways to improve DEECD's OHS performance
	• DET representation on WorkSafe OHS Advisory Committee
	• WorkSafe representation on DET OHS Consultative Committee
	• Established a joint DET-WorkSafe working group that meets quarterly – NB: timeliness impacted by organisational restructure within WorkSafe.
Status	Completed

Date commenced	July 2013	Date completed / due for completion	September 2015

Yarriambiack Shire Council

Agency	**Yarriambiack Shire Council**	**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**	
Date Tabled	12 June 2013	
Recommendation 1	Councils should clearly identify and publicly report their sustainability challenges and associated strategies and actions, including how they will monitor, report and evaluate their effectiveness, using relevant and appropriate performance indicators.	
Acceptance (current)	Accepted	
Action	Council Plan 2013–2017 was reviewed and four appropriate goals developed and implemented as part of the annual report.	
Status	Substantially completed	

Date commenced	June 2013	Date completed / due for completion	November 2015

Agency	**Yarriambiack Shire Council**	**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**	
Date Tabled	12 June 2013	
Recommendation 2	Yarriambiack Shire Council should develop a long-term financial plan and all councils should update their existing plans in accordance with better practice.	
Acceptance (current)	Accepted	
Action	In draft - 10 year Financial Plan.	
	Financial Plan has been developed, waiting to be finalised to present to Council in Oct/Nov 2015	
Status	Partially completed	

Date commenced	December 2013	Date completed / due for completion	November 2015

Agency	**Yarriambiack Shire Council**	**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**	
Date Tabled	12 June 2013	
Recommendation 3.1	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including assessing overall service delivery levels to determine appropriate levels and provide the rationale for their decision	
Acceptance (current)	Accepted	
Action	Service Plans - 75% completed.	
	Presenting to Council this year.	
	Annual Community Engagement & Consultation Meeting are ongoing.	

Status	Substantially completed		
Date commenced	June 2013	**Date completed / due for completion**	December 2015

Agency	**Yarriambiack Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.2	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including consulting with their communities on their ability and willingness to pay for desired services in the development of the council plan		
Acceptance (current)	Accepted		
Action	Service Plans - 75% completed. Presenting to Council this year. Annual Community Engagement & Consultation Meeting are ongoing		
Status	Substantially completed		
Date commenced	August 2014	**Date completed / due for completion**	December 2015

Agency	**Yarriambiack Shire Council**		**2012–13**
Audit Report	**Organisational Sustainability of Small Councils**		
Date Tabled	12 June 2013		
Recommendation 3.3	Councils should review service planning and delivery in accordance with Best Value Principles as a priority, including developing a plan to regularly review all services over time		
Acceptance (current)	Accepted		
Action	Service Plans - 75% completed. Presenting to Council this year. Annual Community Engagement & Consultation Meeting are ongoing		
Status	Substantially completed		
Date commenced	August 2014	**Date completed / due for completion**	December 2015

Appendix C.

Audit Act 1994 section 16—submissions and comments

Introduction

In accordance with section 16(3) of the *Audit Act 1994*, a copy of this report, or part of this report, was provided to all agencies and departments—see Appendix A for the list.

The submissions and comments provided are not subject to audit nor the evidentiary standards required to reach an audit conclusion. Responsibility for the accuracy, fairness and balance of those comments rests solely with the agency head.

Responses were received as follows:

RESPONSE provided by the Acting Managing Director, Coliban Region Water Corporation

Coliban
W A T E R

Your ref. 31165   Our ref. 205/35   Contact: Neville Pearce 54 341 256

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3 0 NOV 2015
VICTORIAN
AUDITOR-GENERAL'S
OFFICE

25 November 2015

Dr Peter Frost
Acting Auditor-General
Victorian Auditor-General's Office
Level 24, 35 Collins St
Melbourne Vic 3000

Dear Dr Frost,

Coliban Water responses to performance audit recommendations

Thank you for your letter dated 17 November 2015, inviting Coliban Water to provide a submission to be included in the *Responses 2012-13 and 2013-14 performance audit recommendations* audit report.

Coliban Water, along with two other Victorian Water corporations, was selected to participate in a performance audit titled *Operating Water Infrastructure Using Public Private Partnerships*. The audit report was presented to Parliament in August 2013.

The report provided six recommendations for Coliban Water, all of these were accepted. Coliban Water has completed five of the recommendations, and substantially completed the remaining recommendation (recommendation 6).

Coliban Water reaffirms the status of the actions as provided in VAGO's draft report. Coliban Water requests that the following words are used in the Action section of the report under recommendation 6 to reflect an update since the progress report was prepared.

Coliban Water is considering its approach to the application of the toll abatement regime under both PPP's. An internal review by Coliban Water's Management is assessing its ability to apply toll abatements within the legal constructs of each contract.

Legal advice has been obtained and presented to the Audit and Risk Committee. This advice outlines a process that Coliban Water could pursue to alter the Guideline that exists for the toll abatement regime of both PPP's. Advice is now being obtained, at the request of the Audit and Risk Committee, on the potential commercial implications of altering the toll abatement regime.

If you would like to discuss this further, please feel free to contact me on 54 341 256.

Yours sincerely

Neville Pearce
Acting Managing Director

37–45 Bridge Street   PO Box 2770   TEL › 1300 363 200   WEB › www.coliban.com.au
Bendigo Victoria 3550   BENDIGO DC VIC 3554 FAX › 03 5434 1341   ABN › 96 549 082 360

State Government
Victoria

RESPONSE provided by the Secretary, Department of Justice & Regulation

Department of
Justice and Regulation

Secretary

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121 Exhibition Street
Melbourne Victoria 3000
GPO Box 4356
Melbourne Victoria 3001
Telephone: (03) 8684 0500
Facsimile: (03) 8684 0525
greg.a.wilson@justice.vic.gov.au
justice.vic.gov.au
DX210220

2 7 NOV 2015

Our ref: CD/15/541206

Dr Peter Frost
Acting Auditor-General
Victorian Auditor-General's Office
Level 24, 35 Collins Street
MELBOURNE VIC 3000

Dear Dr Frost

Proposed Report: Responses to performance audit recommendations 2012-13 and 2013-14

Thank you for your letter of 17 November 2015 enclosing the proposed audit report, *Responses to performance audit recommendations 2012-13 and 2013-14*. Your correspondence also invites the Department of Justice & Regulation (the Department) to provide a formal response.

The Department recognises the need to determine the extent of agency response and monitoring of the Victorian Auditor-General Office's (VAGO) performance audit recommendations. It is also encouraging that this audit has found that overall agencies were better at implementing VAGO recommendations this year than in the previous twelve months.

Thank you again for the opportunity to comment on the report.

Yours sincerely

Greg Wilson
Secretary

VICTORIA
State
Government

RESPONSE provided by the Secretary, Department of Treasury & Finance

Department of
Treasury & Finance

1 Treasury Place
East Melbourne Victoria 3002
Telephone: +613 9651 5111
DX210759

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3 0 NOV 2015

Dr Peter Frost
Acting Auditor-General
Victorian Auditor-General's Office
Level 24, 35 Collins Street
MELBOURNE VIC 3000

Dear Dr Frost

VAGO PROPOSED PERFORMANCE AUDIT REPORT
RESPONSES TO 2012-13 AND 2013-14 PERFORMANCE AUDIT RECOMMENDATIONS

Thank you for your letter of 17 November 2015 inviting a response to the proposed performance
audit report: *Responses to 2012-13 and 2013-14 performance audit recommendations*. I note the
findings of the draft report.

The Department of Treasury and Finance does not have any specific comment on the proposed
report.

Thank you for the opportunity to comment on the report.

Yours sincerely

David Martine
Secretary

VICTORIA
State
Government

RESPONSE provided by the Chief Executive, Monash Health

MonashHealth

Executive Office:	Postal address:	Tel (03) 9594 2738
Monash Medical Centre	Locked Bag 29	Fax (03) 9594 6590
246 Clayton Road	Clayton South Vic 3169	
Clayton Victoria 3168	Australia	
Australia		

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AUDITOR-GENERAL'S
OFFICE

24 November 2015

Mr Dallas Mischkulnig
Victorian Auditor-General's Office
Level 24, 35 Collins Street
Melbourne Vic 3000

Via email: dallas.mischkulnig@audit.vic.gov.au

Dear Mr Mischkulnig

Proposed Performance Audit Report
Reponses to 2012-13 and 2013-14 performance audit recommendations

Thank you for the opportunity to review sections of the proposed report on Responses to 2012/13 and 2013/14 performance audit recommendations.

Please note that we have no suggested changes or issues with this report.

Yours sincerely

Shelly Park
Chief Executive

Monash Medical Centre Clayton	Moorabbin Hospital	Kingston Centre	Dandenong Hospital	Casey Hospital	Community-based services across the South East
246 Clayton Road Clayton	Centre Road East Bentleigh	Warrigal Road Cheltenham	David Street Dandenong	Kangan Drive Berwick	
Tel: 9594 6666	Tel: 9928 8111	Tel: 9265 1000	Tel: 9554 1000	Tel: 8768 1200	ABN 82 142 080 338

RESPONSE provided by the Director, Transport Safety Victoria

25 November 2015

Dr Peter Frost
Acting Auditor-General
Victorian Auditor-General's Office
Level 24, 35 Collins Street
MELBOURNE VIC 3000

Dear Dr Frost

PROPOSED PERFORMANCE AUDIT REPORT – RESPONSES TO 2013-14 PERFORMANCE AUDIT RECOMMENDATIONS

I am in receipt of your draft proposed report following up on the recent outcome of the review of our responses to 2013-14 performance audit recommendations.

Given the high level nature of the information contained in the report I have no specific comments to make at this time, except to re-affirm to you our commitment to continue with the work that we have commenced, as described in our report to you, and our intention to consider further the comments made in section 3 – 'Monitoring recommendations'.

Yours sincerely

DAVID HOURIGAN
Director, Transport Safety Victoria

25/11

PO Box 2797, Melbourne Victoria 3001   T 1800 223 022   F 03 9655 6611
E information@transportsafety.vic.gov.au   transportsafety.vic.gov.au

RESPONSE provided by the Chair, Victorian Government Purchasing Board

VICTORIAN GOVERNMENT PURCHASING BOARD
Level 6, 1 Macarthur Street
MELBOURNE VIC 3002
t: 03 9651 1699   e: VGPB@dtf.vic.gov.au

V G P B

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27 NOV 2015
VICTORIAN
AUDITOR-GENERAL'S
OFFICE

Dr Peter Frost
Acting Auditor-General
Victorian Auditor-General's Office
Level 24, 35 Collins Street
MELBOURNE VIC 3000

Dear Dr Frost

PROPOSED PERFORMANCE AUDIT REPORT
RESPONSES TO 2012–13 AND 2013–14 PERFORMANCE AUDIT RECOMMENDATIONS

Thank you for your letter of 17 November 2015 inviting submissions and comments to be included in the proposed performance audit report on *Responses to 2012–13 and 2013–14 performance audit recommendations*.

The Victorian Government Purchasing Board (VGPB) notes that its response to the audit report survey conducted in August 2015 has been reported in full.

The VGPB has no additional comments and thanks you for the opportunity to review the proposed report.

Yours sincerely

(Dr) Lynne Williams
Chair, Victorian Government Purchasing Board
24/11/2015

VICTORIA State Government

RESPONSE provided by the Chief Executive Officer, Victorian Managed Insurance Authority

25 November 2015

Dr Peter Frost
Acting Auditor General
Victorian Auditor-General's Office
35 Collins St
Melbourne VIC 3000

Dear Dr Frost

Re: Proposed Performance Audit Report *Responses to 2012–13 and 2013–14 performance audit recommendations*

Thank you for your letter dated 17 November 2015 seeking submission or comments relating to the proposed Performance Audit Report *Responses to 2012–13 and 2013–14 performance audit recommendations*, specifically relating to Victorian Managed Insurance Authority's (VMIA) implementation of recommendations arising from the October 2013 *Performance Audit into Implementation of the Government Risk Management Framework.*

VMIA's focus is to help the public sector prevent, prepare for, or reduce harm to Victorian people and places. We work with others to help them restore services and recover quickly. We strengthen risk governance to improve public sector capability and performance.

VMIA has robust governance arrangements in place addressing external audit recommendations including regular reporting and monitoring by its Audit Committee with an assurance role undertaken by VMIA Chief Risk Officer.

VMIA is satisfied it has implemented all recommendations arising from the *performance audit into Implementation of the Government Risk Management Framework.*

I would also like to acknowledge the useability and functionality of VAGO's online survey system.

Yours sincerely

Paul O'Connor
Chief Executive Officer

Victorian Managed Insurance Authority
ABN 39 682 497 841
Level 10, 161 Collins Street, Melbourne Victoria 3000
PO Box 18409, Collins Street East Victoria 8003
P: 03 9270 6900 F: 03 9270 6949

www.vmia.vic.gov.au

RESPONSE provided by the Chief Executive, Worksafe Victoria

222 Exhibltion Street Melbourne VIC 3000
GPO Box 4306 Melbourne VIC 3001
Tel/ 03 9641 1555 Fax/ 03 9641 1222
worksafe.vic.gov.au

Dr Peter Frost
Acting Auditor General
Victorian Auditor General's Office
Level 24, 35 Collins Street
Melbourne Vic 3000

30 November 2015

Dear Dr Frost

Proposed Performance Audit Report – Responses to 2012/13 and 2013/14 performance audit recommendations

Thank you for your letter of 17 November 2015 and for the opportunity to comment on the proposed performance audit report - Responses to 2012/13 and 2013/14 performance audit recommendations.

WorkSafe Victoria (WorkSafe) accepts and welcomes the assessment of the Victorian Auditor General's Office and has taken into consideration the details outlined in the report. WorkSafe supports findings in relation to its responses to the 2012/13 and 2013/14 performance audit survey. WorkSafe values the insight provided by the report's findings and will consider adopting these as part of its commitment to continuous improvement.

Yours sincerely

Clare Amies
Chief Executive

CC: *Dallas Mishchkulnig, Sector Director, Victorian Auditor General's Office*

Auditor-General's reports

Reports tabled during 2015–16

Report title	Date tabled
Follow up of Collections Management in Cultural Agencies (2015–16:1)	August 2015
Follow up of Managing Major Project (2015–16:2)	August 2015
Follow up of Management of Staff Occupational Health and Safety in Public Schools (2015–16:3)	August 2015
Biosecurity: Livestock (2015–16:4)	August 2015
Applying the High Value High Risk Process to Unsolicited Proposals (2015–16:5)	August 2015
Unconventional Gas: Managing Risks and Impacts (2015–16:6)	August 2015
Regional Growth Fund: Outcomes and Learnings (2015–16:7)	September 2015
Realising the Benefits of Smart Meters (2015–16:8)	September 2015
Delivering Services to Citizens and Consumers via Devices of Personal Choice: Phase 2 (2015–16:9)	October 2015
Financial Systems Controls Report: Information Technology 2014–15 (2015–16:10)	October 2015
Department of Education and Training: Strategic Planning (2015–16:11)	October 2015
Public Hospitals: 2014–15 Audit Snapshot (2015–16:12)	November 2015
Auditor General's Report on the Annual Financial Report of the State of Victoria, 2014–15 (2015–16:13)	November 2015
Local Government: 2014–15 Audit Snapshot (2015–16:14)	November 2015

VAGO's website at www.audit.vic.gov.au contains a comprehensive list of all reports issued by VAGO.

Availability of reports

All reports are available for download in PDF and HTML format on our website
www.audit.vic.gov.au