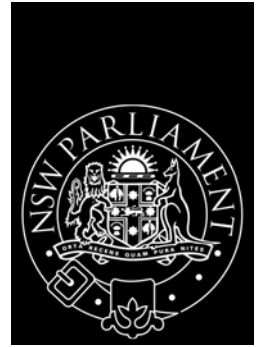


LEGISLATIVE ASSEMBLY



Public Accounts Committee

Sixth Report on the Examination of the Auditor-General's Performance Audits

Delivering Health Care out of Hospitals
Managing Injured Police
Efficiency of the Office of the Director of Public Prosecutions

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Terms of reference

Public Finance and Audit Act 1983

57 Functions of Committee

(1) The functions of the Committee are:

...

- (c1) to examine any report of the Auditor-General laid before the Legislative Assembly,
- (d) to report to the Legislative Assembly from time to time upon any item in, or any circumstances connected with, those financial reports, reports or documents which the Committee considers ought to be brought to the notice of the Legislative Assembly...

Chair's foreword

The committee system plays an important role in holding the government of the day to account. The Public Accounts Committee does this by examining the efficiency and effectiveness of government agency activity. In this report, we examine the activities of NSW Health, the NSW Police Force and the Office of the Director of Public Prosecutions.

In relation to NSW Health and the delivery of health care out of hospitals, there appears to be a disconnect between the success of and need for in home services on one hand, and the slow pace at which these services are being promoted across the State on the other. All citizens in NSW are entitled to the best possible health care and we were alarmed to hear that even though the benefits of out of hospital care have been known in NSW for over 30 years, access to out of hospital services still very much depends on where you live. I for one would like to see this change and the Committee has made some suggestions as to how this may be done.

The dedication of the NSW Police Force's representatives to preventing injuries and supporting injured police officers to re-enter the workforce is commendable. The community quite rightly expects police officers to investigate horrible crimes while also maintaining procedural integrity. In a situation in which officers are consistently exposed to traumatic events and then have many of their decisions questioned, whether it be in a court of law or through internal review processes or in the media, there needs to be support systems in place to ensure that dedicated officers do not experience preventable psychological harm.

The Executive Director of the Office of the Department of Public Prosecutions appears to have greatly enhanced the efficient management of the Office over the past year and a half. I thank him for that, and encourage him to implement the Auditor-General's useful suggestions if he has not already done so.

I also thank the Auditor-General and his staff for their cooperation, as well as the agency representatives that assisted us with our inquiries.



Paul Gibson MP
Chair

List of recommendations

Chapter Two - Delivering Health Care out of Hospitals

RECOMMENDATION 1

The Committee recommends that NSW Health develop and implement a coordinated communication strategy that clearly identifies how it will inform the public and health care professionals about the benefits of in home care.

RECOMMENDATION 2

The Committee recommends that NSW Health promote equality of access to healthcare by giving greater priority to rolling out successful out of hospital health care initiatives across NSW.

Chapter Three - Managing Injured Police

RECOMMENDATION 3

The Committee recommends that the NSW Police Force develop a new injury compensation model, with a return to work focus, to form the basis of negotiations with the Police Association.

Chapter One - Introduction

- 1.1 The Public Accounts Committee inquires into agency responses to all of the NSW Auditor-General's performance audits one year after the audits have been tabled. The Auditor-General conducts approximately 10 performance audits each year and, in doing so, examines the effectiveness, efficiency and economy of government activity. The Auditor-General's findings assist agencies to improve their performance, and provide insight into agency practice with respect to the issues under examination.
- 1.2 This report on the examination of the Auditor-General's performance audits is the Committee's sixth since it adopted its comprehensive follow-up process in 2007, and it outlines the Committee's findings on its inquiries into health care out of hospitals, managing injured police and the efficiency of the Office of the Director of Public Prosecutions (ODPP). The Committee has made three recommendations and looks forward to receiving responses from the Ministers for Health and Police in six months time.
- 1.3 The Committee is pleased with the level of cooperation displayed by the participants involved in these inquiries. However, the Committee is concerned about the slow rate at which health care out of hospital programmes are being rolled out across the State and, consequently, has resolved to revisit this matter in the second half of 2010.

Inquiry Process

- 1.4 With the exception of its inquiry into the efficiency of the ODPP, the Committee:
 - asked the agencies for a submission on their responses to the Auditor-General's performance audit 12 months after the audits were tabled;
 - referred those submissions to the Auditor-General for comment; and
 - invited the agencies' CEOs and the Auditor-General to a hearing to respond to the Committee's questions.
- 1.5 While the Committee held a hearing on health care out of hospitals and managing injured police, it did not hold a hearing on the efficiency of the ODPP. The reason for this was twofold. Firstly, as this is the second follow-up report on the ODPP, it has now been two years since the Auditor-General's report was first tabled and, in that time, the Executive Director of the ODPP has implemented an array of initiatives designed to achieve compliance with the Auditor-General's recommendations. Secondly, the appointment of an Executive Director to oversee the efficient management of the ODPP was itself one of the Auditor-General's recommendations, and the Committee does not see the need to micromanage the work of the Executive Director.

Chapter Two - Delivering Health Care out of Hospitals

Introduction

- 2.1 According to the Auditor-General, the current hospital system for delivering healthcare is unsustainable, and out of hospital care can provide good outcomes for patients, and reduce the number of times, and length of time, patients need to go to hospital. Out of hospital care, which in this instance refers to medical services delivered in the home, is not new to New South Wales.¹ Among the out of hospital care initiatives more commonly known to the public are palliative care and maternity care for new mothers.² However, many other out of hospital care programmes are delivered across the State with positive results.
- 2.2 In his performance audit, the Auditor-General reviewed four out of hospital programmes, those being Community Acute/Post Acute Care; ComPacks (for after hospital care); Rehabilitation for Chronic Disease; and Healthy at Home (for elderly people). To determine whether these programmes provided an adequate alternative to hospital care, the Auditor-General asked whether NSW has an effective approach to out of hospital care, and whether NSW Health's out of hospital approach will help achieve State Plan targets.
- 2.3 The Auditor-General found that these out of hospital programmes appeared to provide good outcomes for patients at a significantly lower cost. However, he also found a lack of current data, particularly regarding the quality of care, and a lack of planning for future demand. The Auditor-General made 12 recommendations concerning the need to better coordinate out of care services, educate the public and implement rigorous monitoring and planning systems.
- 2.4 In its submission to the Committee, NSW Health stated that it had accepted all of the recommendations. However, the implementation of a number of recommendations had been delayed as the Department was waiting for the results of an independent economic evaluation, which had itself been delayed due to a lack of data.
- 2.5 To ensure NSW Health was responding to the Auditor-General's findings in a timely manner, the Committee decided to hold a hearing. In particular, the Committee wanted to find out what the Department had done to better promote out of hospital services and to improve data collection. As the Committee is of the opinion that more could be done in relation to the first of these issues, the Committee has recommended that the Department develop a coordinated communication strategy about the benefits of health care out of hospitals.
- 2.6 Although the Committee appreciates the constraints under which NSW Health is operating, the Committee was frustrated to hear that out of hospital care is essentially a piecemeal operation in NSW. The Committee heard evidence of excellent programmes in certain areas that were not being replicated anywhere else. While it may be prudent to trial programmes before rolling them out across the State, the Committee is not convinced that the right balance has been found between ensuring that programmes have been sufficiently fine tuned and making the best possible

¹ T Smyth (Deputy Director General), Committee Proceedings, 5 May 2010, p. 16

² As above.

health care choices available to all people in NSW regardless of where they live. The Committee has thus recommended that NSW Health give greater priority to rolling out successful out of hospital health care programmes throughout NSW.

- 2.7 The Committee informed NSW Health that, given the Committee's ongoing concerns, it will call the Department back later in the year to find out more about the Department's progress. The Committee has sent the Department a list of supplementary questions, and will consider its response in detail before deciding whether to hold a second hearing on this matter.

The Performance Audit

Audit Objectives

- 2.8 The audit examined four out of hospital care programmes in order to assess whether:
- NSW Health has an effective approach to out of hospital care; and
 - NSW Health's approach will help it achieve State Plan targets.³

Audit Conclusions

- 2.9 The audit found that
- if health care delivery continues as is, funding for health will consume the entire state budget by 2033;
 - many other national and international jurisdictions have used out of hospital care as an alternative and have achieved good outcomes for patients;
 - the four out of hospital care initiatives examined operate at half the cost of providing the care in hospital; and
 - there was some data and evidence to suggest that the patients of these initiatives achieved good outcomes.⁴
- 2.10 However, there were indicators that NSW Health could do more to improve its approach to out of hospital care as:
- data was missing, old or confined to particular types of care;
 - the Department had not adequately planned for future need;
 - the Department needed to do more to educate the public so that they felt confident choosing out of hospital care;
 - the Department needed to link out of hospital programmes to progress against State Plan targets.⁵

³ Auditor-General, *Auditor-General's Report: Performance Audit: Delivering Health Care out of Hospitals*, NSW Audit Office, NSW, September 2008, p. 2.

⁴ As above, pp. 2 – 3.

⁵ As above, p. 3.

Audit Recommendations

2.11 The Auditor-General's recommendations are set out below:

| | |
|-----|--|
| 1 | NSW Health should establish an interim team to plan the expansion of out of hospital programmes, coordinate it with existing Area Health Service responsibilities, and monitor progress of implementation. |
| 2 | NSW Health should prepare the community for the change that more extensive use of out of hospital services will mean for them and their carers. |
| 3 | To demonstrate that increasing out of hospital care capacity is a realistic way of responding to growing demand NSW Health should: |
| 3.1 | Ensure that it has systems to monitor the number of patients being treated in out of hospital programmes and the cost of providing this care. |
| 3.2 | Confirm that increased out of hospital capacity is a realistic economic alternative to treating all patients in hospital. |
| 3.3 | Determine the number and location of potential patients that can be treated in out of hospital programmes. |
| 3.4 | Demonstrate the impact that the change will have on emergency department attendances and inpatient beds. |
| 3.5 | Identify the resources - people, systems and funding - required to achieve the increased out of hospital care capacity. |
| 3.6 | Ensure that health professionals are informed of how out of hospital care will affect them and their patients. |
| 3.7 | Establish quality indicators to ensure that out of hospital care is safe, appropriate and reliable. |
| 3.8 | Set targets for out of hospital performance and ensure appropriate monitoring, evaluation and public reporting. |
| 3.9 | Report progress against the State Plan, ensuring that data reported on the State Plan website accurately reflect progress. |
| 4 | The Healthy at Home pilots should be continued until they more clearly demonstrate that the programme is achieving its objectives. |

The Committee's Examination

2.12 The Committee's Members frequently hear from constituents who feel they have not been able to access adequate health care and the Members have often fought for better health care in their electorates. As such, the Committee was keen to find out more about service delivery initiatives that cost less but maintain, or perhaps even improve, outcomes for patients.

2.13 In its submission, NSW Health informed the Committee that it had accepted all of the recommendations but that "completion of the recommended actions has been affected by the late delivery of an economic evaluation of out of hospital services which was commissioned by NSW Health."⁶ Although the submission then went on to state that a Health Services Performance Improvement Branch had been established to manage out of hospital services in accordance with recommendation one, no other recommendation had been completed. Consequently, the Committee resolved to hold a hearing.⁷

2.14 The Committee examined three main areas in detail. Namely, the need to:

- better inform the community and health care professionals about out of hospital care;

⁶ NSW Health, Submission on Inquiry into Health Care out of Hospitals, Submission No. 1, 29 October 2010, cover letter.

⁷ As above, pp. 1 – 10.

- improve data collection; and
- ensure equality of access to out of hospital health care.

Informing the community and health care professionals

- 2.15 The Auditor-General found the Department had “only a small amount of information available to the public on how out of hospital programmes work and for whom they are suitable.”⁸ He was also of the opinion that:
- information provided to patients in brochures and on websites will probably be less helpful than advice and assistance from well-informed and motivated health professionals in ensuring acceptance of increased use of out of hospital care.⁹
- 2.16 NSW Health’s submission indicated that it had started to develop a communication strategy but that its completion had been delayed until the outcome of the external economic evaluation.¹⁰ However, it noted that the strategy would include key milestones, timelines and stakeholder consultation.¹¹
- 2.17 At the hearing, Dr Tim Smyth informed the Committee that the challenge was to change community perceptions that health care out of hospital is somehow substandard. According to Dr Smyth, patients and carers who have taken part in an out of hospital health care programme have preferred it over their hospital experiences, but there is a fear among the general public that it is health care ‘on the cheap’.¹²
- 2.18 Another challenge the Department faces, which also relates to the Auditor-General’s recommendation on better informing health care professionals about out of hospital care, is reluctance among health care professionals to embrace changes that are imposed from the top down. Consequently, NSW Health has engaged with area health services, directors of community health and local GPs to foster local ownership over service delivery in the home.¹³
- 2.19 Yet another challenge is language. According to Dr Smyth, they need to review the terms they use to ensure they are easily understood by health care professionals and patients alike.¹⁴ The term ‘hospital in the home’, for example, “sounds like the right terminology.”¹⁵
- 2.20 The Committee appreciates the challenges involved in getting health care professionals, patients, carers and even insurers on board with the delivery of health care in the home. However, the Committee is concerned at the lack of a coordinated strategy for informing people and health care professionals across NSW about the benefits of in home care. The Committee has been told that the capacity of the health care system to meet the present and future needs of patients depends on the expansion of health care out of hospital. As such, creating a coordinated

⁸ Auditor-General, Delivering Health Care out of Hospitals, p. 36.

⁹ As above.

¹⁰ NSW Health, Submission No. 1, p. 2.

¹¹ As above.

¹² T Smyth, Committee Proceedings, p. 16.

¹³ As above, p. 22.

¹⁴ As above, p. 24.

¹⁵ As above.

communication strategy to encourage community members and health care professionals to embrace out of hospital services is a matter of priority.

RECOMMENDATION 1

The Committee recommends that NSW Health develop and implement a coordinated communication strategy that clearly identifies how it will inform the public and health care professionals about the benefits of in home care.

Data collection

- 2.21 When trying to assess the effectiveness and efficiency of the out of hospital health care programmes that formed the basis of his report, the Auditor-General had to use small samples of data and data that had been published in 2004.¹⁶ This was in part because NSW and Tasmania were the only two jurisdictions that did not provide information on out of hospital care in the *State of our Hospitals Report*.¹⁷ In addition, the Auditor-General found that few out of hospital services collected information on the quality of patient care and client satisfaction.¹⁸ As such, the Auditor-General recommended that the Department establish quality indicators, and develop systems to monitor the number of patients being treated in out of hospital programmes and the cost of providing the care.¹⁹
- 2.22 There was no better example of the value of data than that provided by NSW Health on the costs of service provision in hospital as compared to in the home. Mr Smyth informed the Committee that the external economic evaluation found that the average cost of out of hospital care was \$258 per day as compared to \$780 in a hospital.²⁰ Assuming patient outcomes in the home are the same as or better than patient outcomes in a hospital, this statistic alone is a powerful indicator in favour of expanding health care out of hospital where appropriate.
- 2.23 On the issue of patient outcomes, the Committee notes that treating people in the home rather than in hospital eliminates the risk of contracting a secondary infection. In response to questions put to him by Mr Victor Dominello MP, Dr Smyth informed the Committee that there are a number of studies on the costs associated with secondary infections (including the number of beds needed for those patients, for example), but that the benefits gained from reducing these costs by treating more people in the home had not been incorporated into the external economic evaluation of in home care.²¹ The Committee is of the opinion that this data would assist NSW Health to generate greater community and professional support for its health care out of hospital initiatives.
- 2.24 According to Dr Smyth, data collection has historically been marred by under-investment in IT in the health sector, the difficulty of developing effective IT systems for out of hospital care (which involves a variety of different services and disconnected

¹⁶ Auditor-General, *Delivering Health Care out of Hospitals*, p. 30

¹⁷ As above, p. 34.

¹⁸ As above, p. 33.

¹⁹ As above, pp. 33 – 34.

²⁰ T Smyth, *Committee Proceedings*, p. 19.

²¹ As above, p. 29.

services providers) and the Commonwealth-State divide.²² However, the Committee was presented with a supplementary submission at the hearing, which stated that:

NSW Health has developed an information management system titled the Primary, Community and Outpatient Care Information Program (PCOC). It has been designed to support the information needs of the primary, community and outpatient care sectors. *Monthly data is now available for all programs.* The benefits to be realised through PCOC will significantly improve information and management of these services.²³

- 2.25 On the establishment of quality indicators, Dr Smyth informed the Committee that information on adverse impacts and hospital readmissions is now collected, as is information on customer satisfaction.²⁴ According to Dr Smyth, the feedback from surveys, letters and staff is uniformly positive.²⁵
- 2.26 The Committee is of the opinion that NSW Health now recognises the value of data with respect to improving and expanding out of hospital care, and that it is addressing the shortcomings identified by the Auditor-General. The Committee looks forward to receiving NSW Health's response to its request for information about the benefits derived from eliminating the risk of contracting a secondary infection.

Equality of access

- 2.27 Although the Auditor-General examined just four out of hospital programmes, there are in fact 25 out of hospital programmes currently operating in different parts of NSW.²⁶ To help doctors and patients navigate these programmes so that patients can access the ones that are available to them, NSW Health is in the process of developing shared care plans under which each patient would have a care coordinator that would manage their journey through the health system.²⁷
- 2.28 The fact remains, however, that the availability of out of hospital services differs greatly by region and even suburb. What is available to patients in one area is not available to patients in another. As Mr Turner noted during the hearing:
- [W]e are not islands. A pass system is not needed. If you can [have a care navigation programme] at Blacktown, why can you not do it at Royal North Shore?²⁸
- 2.29 While the Committee appreciates the importance of trials, and that certain programmes might be needed in some areas more than others (such as in rural areas as opposed to urban areas), the Committee is concerned that there is an inequity in access to out of hospital care that cannot be justified on the basis of caution or regional relevance. One reason given for the lack of uniformity was that GPs in some areas had embraced out of hospital care more than GPs in another.²⁹ Although this may be a reason, it is not a justification. More needs to be done to overcome barriers to access across the State.

²² As above, p. 18.

²³ NSW Health, Submission on Inquiry into Health Care out of Hospitals, Submission No. 1a, 5 May 2010, p. 2. Italics added

²⁴ T Smyth, Committee Proceedings, p. 29.

²⁵ As above, p. 29.

²⁶ G Barnden (Director of Chronic Disease Management), Committee Proceedings, 5 May 2010, p. 22.

²⁷ As above, pp. 22 – 23.

²⁸ J Turner, Committee Proceedings, 5 May 2010, p. 26.

²⁹ T Smyth, Committee Proceedings, p. 27.

RECOMMENDATION 2

The Committee recommends that NSW Health promote equality of access to healthcare by giving greater priority to rolling out successful out of hospital health care initiatives across NSW.

Chapter Three - Managing Injured Police

Introduction

- 3.1 Prior to 2005, NSW police officers employed before 1998 were able to access a more generous injury compensation scheme than those employed after 1998.³⁰ This meant that two officers who experienced the exact same injury while attending the exact same incident would receive different levels of assistance if they joined the Force at different times.³¹ In 2005, the Death and Disability Scheme was introduced to remedy this situation by supplementing the assistance available to post-'88 officers.³²
- 3.2 However, following the introduction of the Scheme in 2005, the number of post-'88 officers leaving the Force on medical grounds increased by 300 per cent.³³ This led to a situation in which 15 per cent of officers were retiring on medical grounds in Victoria, while 57 per cent of officers were retiring on medical grounds in NSW.³⁴ Furthermore, it was predicted that the liability of this scheme would increase from \$29m in 2006 to over \$115m in 2008.³⁵
- 3.3 In this context, the Auditor-General examined the management of injured police in the NSW Police Force. Specifically, he asked whether the NSW Police Force has:
- an effective framework for managing injured officers; and
 - successfully reduced the impact of injuries.³⁶
- 3.4 The Auditor-General found that the Force had significantly improved its approach to managing injured police and that the establishment of the Safety Command had already shown promising results. However, he also observed that improvements could still be made with respect to data collection, quality assurance and follow-up, and he made a number of recommendations accordingly.
- 3.5 In its submission to the Committee, the Force responded positively to all but one of the Auditor-General's recommendations, although implementation of the accepted recommendations was delayed or ongoing in some instances. The Committee then convened a hearing to find out more about the alarming rate of medical retirements in the NSW Police Force, and the Force's strategies for preventing harm, assisting injured officers and providing a flexible environment that encouraged officers to return to work where appropriate.
- 3.6 The Committee was impressed with the commitment of the Force's representatives to assist injured officers. Deputy Commissioner Catherine Burn told the Committee about an experienced officer who recently had cancer and who was fully supported to return to work just one day a week. Deputy Commissioner Burn said, "This is the culture we want for all injured officers: 'Of course we want you back even if it's only for

³⁰ Auditor-General, *Auditor-General's Report: Performance Audit: Managing Injured Police*, NSW Audit Office, NSW, December 2008, p. 2.

³¹ As above, p. 3

³² As above, p. 2

³³ As above, p. 3

³⁴ As above.

³⁵ As above.

³⁶ As above, p. 2.

Managing Injured Police

four hours a week."³⁷ Unfortunately, there will be circumstances in which officers are too ill to return to work, but both the officers and the State lose out if experienced and dedicated officers are not fully supported to return if they are able.

- 3.7 Although the NSW Police Force has adopted a variety of strategies to reduce the unsustainable financial burden of the Scheme, the Committee is concerned that the disincentives to return to work contained within the Scheme remain. As such, it has recommended that, before the Scheme comes up for renegotiation with the Police Association next year, the NSW Police Force develop a new injury compensation model, with a return to work focus, to form the basis of negotiations with the Police Association.

The Performance Audit

Audit Objectives

- 3.8 The Auditor-General asked if the NSW Police Force:
- has an effective framework for managing injured officers; and
 - successfully reduced the impact of injuries.

Audit Conclusions

- 3.9 The Auditor-General praised the Force for its recent focus on notification, early intervention and the development of return to work plans. In 2006, the Force established a Safety Command that introduced systems for responding to the needs of injured police. Among the tasks of the command was liaising with the injured officer, the treating doctor and the local area command to work out when and how the injured officer should return to work.³⁸
- 3.10 However, there were indicators that more could be done as:
- the rate of medical discharge increased by over 40 per cent between 2003 and 2007;
 - the Government's financial liability under the scheme was increasing at an alarming rate;
 - investigations of incidents (for the purpose of prevention) differed across commands regardless of the severity or likelihood that it would happen again; and
 - there was a lack of data on workplace injuries, the impact of injuries and the experiences of officers who return to work.³⁹

Audit Recommendations

- 3.11 The Auditor-General's recommendations are listed below:

³⁷ C Burn (Deputy Commissioner, Corporate Services, NSW Police Force), Committee Proceedings, 5 May 2010, pp. 32 – 33.

³⁸ Auditor-General, Managing Injured Police, p. 5.

³⁹ As above, pp. 3 and 5.

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| 1 | Establish systems to collect sufficient data to judge the efficiency and effectiveness of injury management practices in respect to NSW Police Force (NSWPF) officers by June 2010. |
| 2 | Develop injury management guidelines to help commands consistently implement policies by March 2009. |
| 3 | Introduce quality assurance practices as part of its routine audits of commands to test compliance with injury management policies and procedures by March 2009. |
| 4 | Develop standards for investigating incidents based on the severity and type of incident by June 2009. |
| 5 | As part of the quality assurance program for injury management, test compliance of injury management plans and return to work plans with policy by March 2009. |
| 6 | Monitor performance against its one week standard for the placement of injured officers in suitable positions by March 2009. |
| 7 | Investigate and develop strategies to address psychological injuries in order to encourage early return to work by June 2009. |
| 8 | Finalise the guidance material to assist medical practitioners make decisions regarding work restrictions on injured officers by June 2009. |
| 9 | Review the approach to determining the number of permanent restricted duty positions in a command as a proportion of actual strength on a case by case basis. |
| 10 | Review the conditions in the Death and Disability scheme to improve the rate of redeployment of post '88 officers to suitable positions in the NSWPF or elsewhere in the public sector by June 2009. |
| 11 | Review the impact of the top-up pay to post '88 officers under the Police Award 2005 by June 2009. |
| 12 | Develop in consultation with the Police Superannuation Scheme (PSS) administrator, protocols including time standards for processing medical discharge applications by March 2009. |
| 13 | Monitor the determination of hurt on duty claims by commands against its three month standard by March 2009. |
| 14 | Complete its review of the benefits and officers' contributions under the Death and Disability scheme with a view to either reducing benefits, increasing officers' contributions or ceasing the scheme as a matter of urgency. |

The Committee's Examination

- 3.12 The Committee commends the police officers of NSW who put their lives on the line to keep us safe. Policing is a stressful and dangerous job and the least we can do is provide as safe a work environment as possible and, in the event of an injury, as much assistance as possible.
- 3.13 The Committee was pleased that the NSW Police Force accepted 13 of the Auditor-General's 14 recommendations. Although the Force rejected the recommendation to review its approach to determining the number of restricted duty positions within a command, the Committee was satisfied that the Force was in the best position to decide the safest and most reasonable approach to meeting the needs of each command.
- 3.14 Among the commendable initiatives the Force indicated it had undertaken were:
- developing an injury management compliance tool for use each month;
 - developing standards for investigating incidents based on severity and type of incident;
 - engaging an external consultant to review the Death and Disability Scheme to "bring it back into line with Government funding parameters";
 - negotiating relevant changes with the NSW Police Association; and
 - developing standards against which hurt on duty claims can be monitored.⁴⁰

⁴⁰ NSW Police Force, Submission on Inquiry into Managing Injured Police, pp. 3 – 10.

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3.15 Nonetheless, the Committee decided to hold a hearing as it wanted to find out more about:

- the disproportionate number of medical retirements in NSW;
- the data system for monitoring injury management practices;
- protocols for processing medical discharge applications; and
- strategies to address psychological injuries.

Disproportionate number of medical retirements in NSW

3.16 The Committee Chair, Mr Paul Gibson MP, asked Deputy Commissioner Burn to explain why the NSW Police Force medical retirement rate was three or four times higher than other jurisdictions.⁴¹ The Deputy Commissioner acknowledged that provisions under the 2005 Scheme were more generous than other states and may provide disincentives to return to work.⁴² However, she went on to discuss the various procedural, managerial and communication strategies the Force has adopted in order to prevent injuries and encourage injured officers to re-enter the work force.⁴³ In addition to establishing a range of protocols, policies and guidelines, the Force has developed a leadership programme designed to promote the right sort of behaviours within commands and thereby create a more supportive work environment.⁴⁴ The Force has also established an independent medical panel that assists officers to draw up a plan for re-entering the workforce if they have been off sick for 26 weeks or more.⁴⁵ Among the other additional support mechanisms are initiatives to better address psychological harm, which are discussed in more detail below.

3.17 As the Auditor-General identified, the current rate of medical retirement in the NSW Police Force is unsustainable. It is easy to see how police officers in the past may have felt that retiring on medical grounds was a more desirable option than trying to re-enter the workforce without adequate flexibility and support. Deputy Commissioner Burn spoke of the traumatic experiences of police officers who work on child sexual assault cases for example, and brought home to the Committee the very difficult work police officers do and the special recovery needs they may have as a result.

3.18 However, although the Committee was impressed with the range of initiatives the Force has introduced to reduce the number of officers who retire on medical grounds, it is also of the opinion that the disincentives within the Scheme itself need to be addressed. When Mr Ninios Khoshaba MP asked Deputy Commissioner Burns what changes the Force would like to see made to the Scheme, the Deputy Commissioner said that, as the Scheme was not up for renegotiation with the Association until June 2011, the Force had thus far focused on the changes it could make with the Scheme in place.⁴⁶

3.19 The Committee supports the sensible approach the Force has taken until now. However, as the Scheme is now up for renewal in one year's time, the Force should develop a position on what a new compensation scheme should look like based on

⁴¹ P Gibson, Committee Proceedings, 5 May 2010, p. 32

⁴² C Burn, Committee Proceedings, pp. 32 and 34.

⁴³ As above, pp. 31 – 34.

⁴⁴ As above, p. 33.

⁴⁵ As above, p. 34.

⁴⁶ As above.

best practice in other jurisdictions as well as what is feasible and appropriate in NSW. The Committee realises that the new scheme must come about as a result of negotiations with the Police Association, but it is also of the opinion that the Force should adopt a well thought out, evidenced-based approach to the position it will promote in those negotiations.

RECOMMENDATION 3

The Committee recommends that the NSW Police Force develop a new injury compensation model, with a return to work focus, to form the basis of negotiations with the Police Association.

Data system for monitoring injury management practices

- 3.20 In his audit, the Auditor-General found that, even though data on performance and results is crucial for monitoring injury management practices, a significant amount of the data he requested was simply not available.⁴⁷ He thus recommended that the Force rectify this problem by June 2010.⁴⁸
- 3.21 The Committee is pleased with the Force's progress with respect to data collection. At the hearing, Deputy Commissioner Burn and the Director of the Safety Command, Ms Julie Wills, told the Committee about the data collection initiatives the Force had undertaken.⁴⁹ Although it will not be fully operational until 2012, the Force has obtained funding to establish an electronic data system to monitor the effectiveness and efficiency of its injury management practices.⁵⁰ Ms Wills explained to the Committee how the new system will work:
- The system will provide [injury management advisers] with an easy to-do list as to what they need to do every day. It will prompt them. They will get to their desk, they will open up their system and it will prompt them, "You need to make your fortnightly check with the following officers", "You need to ring the doctors on the following officers". It will basically guide them through the stages of the return-to-work process. At the moment they manage that through spreadsheets, to-do lists and other systems that they have. It is effective but it creates a greater pressure on these staff, who are already quite busy.⁵¹
- 3.22 According to Ms Wills, this system will allow the Force to collect all sorts of data about compliance and time frames,⁵² which the Committee understands will then be analysed to improve performance.

Protocols for processing medical discharge applications

- 3.23 The Committee was alarmed by the Auditor-General's observation that the process of medical discharge can take over a year, during which time "the officer is unable to do anything but wait; no rehabilitation takes place once an officer has been declared unfit for work, and able officers [cannot] work elsewhere."⁵³

⁴⁷ Auditor-General, Managing Injured Police, p. 16.

⁴⁸ As above.

⁴⁹ C Burn and J Wills (Director, Safety Command), Committee Proceedings, 5 May 2010, pp. 33 – 34.

⁵⁰ As above.

⁵¹ J Wills, Committee Proceedings, 5 May 2010, p. 33

⁵² As above.

⁵³ Auditor-General, Managing Injured Police, p. 34.

Managing Injured Police

- 3.24 Mr Dominello asked the Force's representatives to tell the Committee what had been done to reduce administrative delays with respect to processing medical discharge applications.⁵⁴ The Assistant Commissioner, Mark Jenkins, told the Committee that the Force had streamlined its administrative processes with respect to obtaining medical, legal and internal advice.⁵⁵ In addition, it had applied to the Privacy Commissioner for an exemption under the Privacy Act so that it could initiate a medical discharge on an officer's behalf.⁵⁶ This would mean that the Force would no longer have to wait for injured officers to discharge themselves.⁵⁷ The Committee is satisfied with the Force's progress in this regard.

Strategies to address psychological injuries

- 3.25 The Force's submission stated that the Safety Command had been working with the Police Association to identify barriers to returning to work for those with psychological injuries.⁵⁸ At the hearing, Mr Khoshaba asked the Force's representatives to list those barriers and any remedies the Force had adopted to overcome them.⁵⁹

- 3.26 Ms Wills informed the Committee that the Police Association was conducting research with funding it had obtained from WorkCover. Although the findings had not yet been finalised, on the basis of information obtained throughout the study, Ms Wills observed:

[G]enerally the sorts of things we end up needing to medically discharge officers with a stress-related condition for include the fact that they are unable to be exposed to certain things within the workplace that is fairly unique to police—that could be police radios, for example, it may be reports about dramatic incidents, it may be dealing with the public, aspects such as those.⁶⁰

- 3.27 Ms Wills went on to explain what the Force was doing to address this problem:

[T]he key areas that we focused in on are two-fold. Firstly, we focused in on barriers that exist within organisational processes and, secondly, barriers that exist in regards to the traumatic processes. It is a lot harder to control for the traumatic aspects of the job than for the organisational aspects of the job. Ms Burn has already spoken about the sergeants training that we are implementing to assist sergeants in dealing better with the injury management processes. There has been education and training with superintendents and inspectors from the Black Dog Institute looking at stress and depression, anxiety signs and symptoms and how management styles can impact on those. We have also made significant improvements to a number of other standard organisational processes, such as changes to the complaints handling systems, changes to the promotion systems. There have been changes also to the way that we engage from an early intervention perspective, so when people are injured the sort of contact they get from their commands and the support that they get from their commands.⁶¹

- 3.28 After Ms Wills informed the Committee about a three-year research project the Force was undertaking on how to build resilience within the organisation, the Committee's

⁵⁴ V Dominello, Committee Proceedings, 5 May 2010, p. 35.

⁵⁵ M Jenkins (Assistant Commissioner and Commander of Corporate Force), Committee Proceedings, 5 May 2010, p. 35.

⁵⁶ As above.

⁵⁷ As above.

⁵⁸ NSW Police Force, Submission, p. 4.

⁵⁹ N Khoshaba, Committee Proceedings, 5 May 2010, p. 36.

⁶⁰ J Wills, Committee Proceedings, p. 36.

⁶¹ As above.

Members asked for more information on the circumstances that led to psychological harm.⁶² Deputy Commissioner Burn explained that some of the trauma stemmed from conflict within the organisation, and some from the kinds of work that police officers have to do.⁶³ While examples of the former included being bullied or the subject of a formal complaint, examples of the latter included investigating child sexual assault.⁶⁴ The relationship between the two, however, is unclear. As the Deputy Commissioner stated, "It might be that traumatic incidents make you more susceptible to conflict in the workplace."⁶⁵ The Commissioner was hopeful that this is what the three-year study would help them find out.⁶⁶

- 3.29 The Committee considers that this study will provide useful information on a range of psychological and other trauma issues. It encourages the Police Force to use the data obtained in the study to implement procedures to assist officers in coping with trauma.

⁶² P Gibson and V Dominello, Committee Proceedings, p. 37.

⁶³ C Burn, Committee Proceedings, p. 37.

⁶⁴ As above.

⁶⁵ As above, p. 38.

⁶⁶ As above.

Chapter Four - Efficiency of the Office of the Director of Public Prosecutions

Introduction

- 4.1 This is the second performance audit follow-up report on the efficiency of the Office of the Director of Public Prosecutions (ODPP).⁶⁷ One of the recommendations contained within the Auditor-General's performance audit was that an Executive Director be appointed to oversee the efficient operation of the Office. Although the Director of Public Prosecutions initially rejected that recommendation, six months later an Executive Director was appointed, with one of his responsibilities being the oversight of the implementation of the Auditor-General's recommendations.
- 4.2 When the Committee first began its inquiry one year after the tabling of the Auditor-General's report, the Executive Director informed the Committee that the ODPP now accepted all of the Auditor-General's recommendations. While the Committee was pleased with the action the Executive Director indicated the ODPP was in the process of undertaking, many of the initiatives were not due for completion until the end of 2009. As the Executive Director had only been appointed six months before the Committee began its inquiry, the Committee tabled a progress report that outlined the ODPP's action to date, and subsequently requested an update by the end of March 2010. This report examines the Executive Director's updated response.
- 4.3 The Auditor-General's initial report contained 16 detailed and challenging recommendations concerning the need to better manage information, staff, cases and inter-departmental liaison. The Committee is pleased with the ODPP's commitment to adopting the recommendations and the wide-ranging actions they have undertaken. The Auditor-General has made some helpful comments in response to the ODPP's most recent submission and, although the Committee has discussed them below for the purposes of clarity and guidance, it has chosen not make any recommendations. The Committee encourages the ODPP to continue to implement the Auditor-General's recommendations in good faith.

The Performance Audit

Audit Objectives

- 4.4 The ODPP is an independent government agency tasked with prosecuting serious criminal offences. In his performance audit on the efficiency of the ODPP, the Auditor-General asked if the ODPP could show how efficient it was and that it had adopted good management practices. The audit was not concerned with the quality of the services provided by the ODPP.

Audit Conclusions

- 4.5 The Auditor-General found that the efficiency indicators the ODPP was using were not sufficiently relevant and appropriate, it did not have adequate information on the costs

⁶⁷ The first report is available on the Public Accounts Committee's website:
<http://www.parliament.nsw.gov.au/publicaccounts>.

of its services and on how staff used their time, and that the systems in place to manage staff were not routinely and consistently applied.

- 4.6 In relation to the ODPP's capacity to demonstrate efficiency, the Auditor-General observed that the ODPP could not show whether or not it was efficient.⁶⁸ With respect to the ODPP's capacity to show that its information systems supported efficient management, the Auditor-General found that, although the ODPP had a comprehensive case management system, it did not gather adequate information on the costs of its services, or on the workload of its staff.⁶⁹ On the ODPP's capacity to show that its management arrangements and work practices supported efficient management, the Auditor-General found that, although the ODPP had systems in place to manage staff efficiency, they had not been properly implemented.⁷⁰

Audit Recommendations

- 4.7 The Auditor-General made 16 recommendations on demonstrating efficiency, improving information management and improving management practices. These are listed below:

| DEMONSTRATING EFFICIENCY | |
|---------------------------------|--|
| 1 | Continue to build on recent improvements to its service and efficiency indicators: <ul style="list-style-type: none"> • Clearly articulate its services, and how these services contribute to the results it is trying to achieve • Develop indicators of quantity, timeliness, total cost and unit cost for each service • Include these indicators in its planning and internal reporting • Select from these a smaller number of 'headline' indicators to use in its reports to Parliament and to the Minister • Start building a data development agenda and report progress alongside its reporting on service performance. |
| 2 | Include in its reporting to the Attorney General and Parliament: <ul style="list-style-type: none"> • Its improved service and efficiency indicators • An explanation of why these indicators are important • Advice on what represents good performance • Comparisons over time, against benchmarks and to targets • Narrative to clearly explain performance. |
| 3 | Collect accurate and comprehensive information about the costs of its services and activities and use this to assess its efficiency and cost effectiveness. In so doing the ODPP should: <ul style="list-style-type: none"> • Bed down its prosecution service and activity costing methodology and ensure the costing process adopted is able to accurately identify the cost of delivering prosecution services • Apply appropriate costing methodologies to its other key services such as witness assistance, contribution to an efficient justice system, and advice to government on proposed legislation • Use service costing information to enhance its reporting. |
| 4 | Strengthen its data management practices to provide greater assurance that reported performance information is accurate and complete. In so doing the ODPP should: <ul style="list-style-type: none"> • Clearly define and document roles and responsibilities for data collection, processing, monitoring and quality assurance, analysis and reporting for service performance indicators • Develop and document data quality standards and expectations, and clearly communicate these needs to responsible officers |

⁶⁸ Auditor-General, *Auditor-General's Report: Performance Audit: Efficiency of the Office of the Director of Public Prosecutions*, p. 4.

⁶⁹ As above.

⁷⁰ As above.

| | |
|----|---|
| | <ul style="list-style-type: none"> • Document data definitions and collection methods to ensure consistent measurement and calculation • Implement suitable data collection, processing and monitoring controls to ensure the accuracy, completeness and reliability of performance data • Implement appropriate training for staff who are responsible for collection, processing and reporting of performance information • Consider the development of a data dictionary in the longer term. |
| | IMPROVING INFORMATION MANAGEMENT |
| 5 | <p>Use service costing information to improve its service delivery, efficiency and resource allocation. In so doing the ODPP should use service costing information to:</p> <ul style="list-style-type: none"> • Inform its planning, decision-making and cost management • Benchmark costs between different groups in the organisation and other agencies. |
| 6 | <p>Ensure staff keep the case management system (CASES) up to date so managers can use CASES for effective monitoring, reporting and decision making. CASES should be developed as the only repository for pro forma. In so doing the ODPP should:</p> <ul style="list-style-type: none"> • Develop a regular, consistent and systematic approach to the review of solicitors' practices by Managing Lawyers • Review case-specific pro forma that are available on the Integrated Document Management System, ODPP intranet (DPP Net) and CASES and relocate all relevant pro forma to CASES. |
| | IMPROVING MANAGEMENT PRACTICES |
| 7 | <p>Improve its management of workload and workflow including Crown Prosecutors' workload and efficiency. In so doing the ODPP should:</p> <ul style="list-style-type: none"> • Ensure that the systems for performance management in the Solicitor's Office are implemented consistently • Systematically analyse the workload and efficiency of Crown Prosecutors • Consider asking the Attorney General to amend the Crown Prosecutors Act 1986 to give the Director of Public Prosecutions power to suspend and dismiss Crown Prosecutors for serious neglect of duty. This would be subject to appropriate controls to ensure that the process is fair, transparent and affords natural justice. |
| 8 | <p>Once the ODPP has better information on the cost of prosecutions, use this to:</p> <ul style="list-style-type: none"> • Improve its management arrangements • Inform a detailed, independent study into the feasibility of creating a number of smaller Crown Prosecutors' chambers in Sydney and 'pairing' these with groups of solicitors. |
| 9 | <p>Document the rationale for the relative number of prosecutors and levels of experience required, and examine the risks and potential benefits of reducing the number of Crown Prosecutors and using the funds to create additional Trial Advocate, Senior Trial Advocate or Associate Crown Prosecutor positions.</p> |
| 10 | <p>Work towards adopting a 'cradle to grave' approach to case management and systematically set about standardising practices across the Solicitor's Office. In so doing the ODPP should:</p> <ul style="list-style-type: none"> • Brief workflow analysts to undertake a detailed study to determine the pros and cons of moving from the current 'division of labour' approach toward greater continuity • Examine opportunities to identify and implement common practices between offices and groups within the Solicitor's Office |
| 11 | <p>Adopt a more systematic approach to capturing and quantifying the impact of the practices of other agencies on its efficiency, and use the resulting information to support efforts to maximise the efficiency of the justice system. In so doing the ODPP should:</p> <ul style="list-style-type: none"> • Develop more systematic approaches to capturing and quantifying the impact on its operations of court listing practices and the quality of NSW Police briefs • Use this information to support its efforts to reduce the impact of these on its efficiency • Report the impacts to the Attorney General, NSW Treasury and in its Annual Report. |
| 12 | <p>Introduce a position of Executive Director with similar or greater status to the existing Deputy Directors, reporting directly to the Director of Public Prosecutions.</p> |
| 13 | <p>Review other positions to rationalise management responsibilities within the new position of Executive Director.</p> |

| | |
|----|---|
| 14 | Provide better information on costs and services to the Board so it can more effectively monitor efficiency and make realistic and practical improvement recommendations. |
| 15 | Appoint an independent Chair to the Audit and Risk Management Committee. |
| 16 | Conduct regular surveys of staff satisfaction and implement a systematic process to address staff concerns and improve morale. |

The Committee's Examination

- 4.8 The Committee is of the opinion that, in the two years since the tabling of the performance audit, the ODPP has made significant and satisfactory progress in implementing the Auditor-General's recommendations.
- 4.9 With respect to improving its service and efficiency indicators, the ODPP informed the Committee in its latest submission that it now has an electronic system in place to enable it to better obtain information and report against its new indicators in its Results and Services Plan.⁷¹ Although the Auditor-General observed that the ODPP did not provide specific information on the appropriateness and helpfulness of the indicators,⁷² in the ODPP's first submission it stated that some indicators had been revised and others were still under development.⁷³ The Committee is thus satisfied that the ODPP has reviewed its indicators in light of the Auditor-General's observations, and enhanced its indicators and capacity to report against those indicators accordingly.
- 4.10 In relation to collecting information about the cost of its services for the purpose of assessing its cost effectiveness, the ODPP informed the Committee that an Activity Based Costing Working Group had been established and that it intended to complete its three-phase project by 30 June 2010.⁷⁴ The Committee encourages the Working Group to complete the project on time and, as the Auditor-General has suggested, to ensure its service costing information is included in its reporting framework.⁷⁵
- 4.11 In his performance audit report, the Auditor-General observed that the fact that Crown prosecutors worked away from solicitors, and that they only got involved in cases at the last minute, created a number of inefficiencies.⁷⁶ The Committee was thus pleased to learn that the ODPP now groups Crown prosecutors and solicitors together, and that this has facilitated greater cooperation.⁷⁷ If it has not already done so, the ODPP may wish to monitor the effectiveness of this new arrangement by, as the Auditor-General has suggested, setting targets and measuring progress against those targets.⁷⁸

⁷¹ Office of the Director of Public Prosecutions, Submission on Inquiry into the Efficiency of the Office of the Director of Public Prosecutions, Submission No. 3, p. 1.

⁷² Auditor-General, Submission on Inquiry into the Efficiency of the Office of the Director of Public Prosecutions, Submission No. 2a, p. 1.

⁷³ Office of the Director of Public Prosecutions, Submission on Inquiry into the Efficiency of the Office of the Director of Public Prosecutions, Submission No. 1, p. 1.

⁷⁴ Office of the Director of Public Prosecutions, Submission No. 3, p. 1.

⁷⁵ Auditor-General, Submission No. 2a, p. 3.

⁷⁶ Auditor-General, *Auditor-General's Report: Performance Audit: Efficiency of the Office of the Director of Public Prosecutions*, NSW Audit Office, NSW, March 2008, pp. 73 – 75.

⁷⁷ Office of the Director of Public Prosecutions, Submission No. 3, p. 10.

⁷⁸ Auditor-General, Submission No. 2a, p. 10.

4.12 On the need to create greater continuity with respect to the handling of cases, the ODPP stated that the grouping of Crown Prosecutors and solicitors was helping in this regard, and that “continuity of solicitor from cradle to grave is being achieved in targeted matters, particularly... sexual assault prosecutions.”⁷⁹

4.13 In addition, the ODPP has advised the Committee that it has:

- established committee working parties to ensure that performance information is accurate and complete;
- put in place performance management plans for all staff;
- required Crown Prosecutors to “give a detailed account of the hours spent in total on a particular manner;”
- made a submission to the Attorney General on the creation of a new position between Trial Advocate and Crown Prosecutor;
- been working closely with the Police Force and the Chief Magistrate to improve the quality of police briefs and court listing practices;
- appointed a new General Manager Corporate/Financial Controller who now provides better financial information to the Board; and
- engaged an external provider to conduct regular staff surveys.⁸⁰

4.14 The ODPP has shown its commitment to the implementation of the Auditor-General's recommendations. The Committee considers that the changes that have been made in relation to improving information management and management practices places the ODPP in a better position to be able to demonstrate its efficiency and encourages the Office to continue.

⁷⁹ Office of the Director of Public Prosecutions, Submission No. 3, pp. 4 – 5.

⁸⁰ Office of the Director of Public Prosecutions, Submission No. 3, pp. 1, 7, 8, 13, 17 and 21 – 22.

Appendix A - Submissions and Witnesses

DELIVERING HEALTH CARE OUT OF HOSPITALS

Submissions:

1. NSW Health – 29th October 2009
2. Audit Office of NSW – 12th November 2009
3. NSW Health – 5th May 2010

Witnesses:

1. Dr Tim Smyth
Deputy Director-General
NSW Health
2. Mr Raj Verma
Director-Health Services Performance
Improvement Branch
NSW Health
3. Mr Geoff Barnden
Director of Chronic Disease Management
NSW Health
4. Mr Peter Achterstraat
Auditor-General
Audit Office of NSW

MANAGING INJURED POLICE

Submissions:

1. NSW Police Force – 29th January 2010
2. Audit Office of NSW – 15th February 2010

Witnesses:

1. Ms Catherine Burn
Deputy Commissioner
NSW Police Force
2. A/Assistant Commissioner Mark Jenkins
Commander of Corporate Force
NSW Police Force
3. Ms Julie Wills
Director of the Safety Command
NSW Police Force

4. Mr Peter Achterstraat
Auditor-General
NSW Audit Office

Appendix B – Extracts of Minutes

EXTRACTS FROM MINUTES OF PUBLIC ACCOUNTS COMMITTEE MEETINGS
RELEVANT TO THE REPORT ON THE EXAMINATION OF THE AUDITOR-GENERAL'S
PERFORMANCE AUDITS

Minutes of Proceedings of the Public Accounts Committee (No 24)

Wednesday, 26 November 2008 at 9:00am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

The Hon Grant McBride, MP

Mr Ninos Khoshaba, MP

Mr John Turner, MP

Mr Peter Draper, MP

Apologies:

Mr Anthony Roberts, MP

1. Minutes

Minutes of the meeting held on Wednesday, 12 November 2008, were adopted on the motion of Mr Khoshaba.

2. Police Rostering (next audit)

Resolved on the motion of Mr Khoshaba:

That the Committee asks the Chair to write to the NSW Police Force in relation to Auditor-General's report number 173 (Police Rostering), requesting a submission by 27 January 2009 outlining:

- **the agency's response, suggesting the Committee's template as a model;**
- **any feedback they wish to provide on the effectiveness of the audit process, including the benefit of the audit to the agency and program delivery, the costs of the audit and any suggestions for improvement.**

...

4. Next meeting:

The Committee adjourned at 9:28am until 9:30am on Wednesday 3 December 2008 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 27)

Wednesday, 11 March 2009 at 9:00am

Parliament House – Room No.1043

Members Present:

Mr Paul McLeay, MP

Mr Anthony Roberts, MP

Mr Ninos Khoshaba, MP

Mr John Turner, MP

Mr Peter Draper, MP

The Hon Grant McBride, MP

1. Minutes

Minutes for meeting held on Wednesday, 12 February 2009 were adopted on the motion of Mr Roberts.

2. Correspondence

...

Submission from the NSW Police Force regarding Examination of Auditor-General's Performance Audit Report on Police Rostering dated 13 February 2009.

...

Submission from the Audit Office of NSW on Examination of Auditor-General's Performance Audit Report on Police Rostering dated 26 February 2009.

...

The Committee agreed to ask the Audit Office to attend the Committee's next meeting to discuss the current audits into the Government Licensing Project and School Zones.

Resolved on the motion of Mr Draper:

That the Committee authorises the publication of the following submissions and orders that they be placed on its website:

- from the NSW Police Force regarding Auditor-General's Performance Audit Report on Police Rostering dated 13 February 2009;
- from the Auditor-General regarding Auditor-General's Performance Audit Report on Police Rostering dated 26 February 2009; and

...

3. Police Rostering

See attached briefing paper.

Resolved on the motion of Mr Khoshaba:

That the Committee asks the Chair to write to the Police Commissioner asking that, by 14 April 2009, he provide:

- supporting documentation for the NSWPF's submission on the Inquiry into Police Rostering; and
- additional information on support for commands in their negotiations with officers to implement rostering changes resistance (rec 5).

4. Efficiency of the Office of the Director of Public Prosecutions (next audit)

Resolved on the motion of Mr Draper:

That the Committee asks the Chair to write to the Director of Public Prosecutions in relation to Auditor-General's report number 177 (Efficiency of the Office of the Director of Public Prosecutions), requesting a submission by 27 April 2009 that:

- outlines the DPP's response, suggesting the Committee's template as a model;
- contains any supporting documentation, such as guidelines, frameworks, toolkits, etc; and
- notes any feedback they wish to provide on the effectiveness of the audit process, including the benefit of the audit to the agency and program delivery, the costs of the audit and any suggestions for improvement

5. Next meeting

The Committee adjourned at 9.41am until 9.00am on Wednesday, 1 April 2009 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 29)

Wednesday, 6 May 2009 at 9:10am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

Mr Anthony Roberts, MP

Mr Ninos Khoshaba, MP

Mr John Turner, MP

Mr Peter Draper, MP

The Hon Grant McBride, MP

...

6. Correspondence

...

- l) Submission from the Executive Director of the DPP regarding the Auditor-General's Performance Audit on the Efficiency of the Office of the Director of Public Prosecutions dated 24 April 2009.

...

Resolved on the motion of Mr Roberts:

That the Committee authorises the publication of the following submissions and directs that they be placed on its website:

...

- from the Executive Director of the DPP regarding the Auditor-General's Performance Audit on the Efficiency of the Office of the Director of Public Prosecutions, dated 24 April 2009.

That the Committee:

- directs that the draft Fatigue Guidelines, Fatigue Toolkit and Fatigue Education/Awareness Training Package forwarded by the Commissioner of Police on 22 April 2009 be treated as confidential; and
- authorises the publication of the letter from the Commissioner of Police regarding Police Rostering dated 22 April 2009 and the associated attachments other than those to be treated as confidential and directs that the letter be placed on its website.

...

9. Next meeting

The Committee adjourned at 10:05am until 9:00 am on Wednesday, 13 May 2009 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 30)

Wednesday, 13 May 2009 at 9:30am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

Mr Anthony Roberts, MP

Mr Ninos Khoshaba, MP

Mr John Turner, MP

Mr Peter Draper, MP

The Hon Grant McBride, MP

...

5. Police Rostering

Resolved on the motion of Mr Draper:

The Committee ask the Chair to draft a report on police rostering that recognises the extent of Police Force compliance with the audit recommendations, supports the implementation of best practice roster principles throughout NSW, and notes

the Committee's intention to inquire into customer service and officer welfare as reflected in sick leave levels within 12 months.

...

7. Next meeting

The Committee adjourned at 10:00am until Wednesday, 17 June 2009 at 9:00am.

Minutes of Proceedings of the Public Accounts Committee (No 31)

Wednesday, 17 June 2009 at 9:00am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

Mr Anthony Roberts, MP

Mr John Turner, MP

Mr Peter Draper, MP

The Hon Grant McBride, MP

Apologies:

Mr Ninos Khoshaba, MP

...

2. Correspondence

- a) Submission from the Audit Office on Examination of Auditor-General's Performance Audit Report on Efficiency of the Office of the Director of Public Prosecutions dated 14 May 2009

...

Resolved on the motion of Mr Roberts:

That the Committee authorises the publication and orders the placing on its website of:

- Submission from the Audit Office on Examination of Auditor-General's Performance Audit Report on Efficiency of the Office of the Director of Public Prosecutions dated 14 May 2009;

...

7. Efficiency of the Office of the Director of Public Prosecutions

Resolved on the motion of Mr McBride:

That the Committee asks the Chair to draft a report for the Committee's consideration.

8. Next meeting

The Committee adjourned at 9:36 am until Wednesday, 24 June 2009 at 9:00 am in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 37)

Wednesday, 23 September 2009 at 9:20am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

Mr Anthony Roberts, MP

Mr John Turner, MP

The Hon Grant McBride, MP

Mr Ninos Khoshaba, MP

Apologies:

Mr Peter Draper, MP

...

3. Delivering Health Care out of Hospitals

Resolved on the motion of Mr Khoshaba:

That the Committee asks the Chair to write to the Director General of the Department of Health in relation to Auditor-General's report number 182 (Delivering Health Care Out of Hospitals), requesting a submission by 26 October 2009 outlining:

- the agency's response, suggesting the Committee's template as a model and including any supporting documentation; and
- any feedback they wish to provide on the effectiveness of the audit process, including the benefit of the audit to the agency and program delivery, the costs of the audit and any suggestions for improvement.

4. Efficiency of the Office of the Director of Public Prosecutions

Resolved on the motion of Mr Roberts:

That the Committee:

- (1) approves the draft report on Efficiency of the Office of the Director of Public Prosecutions for inclusion in its next report on its examination of performance audits; and
- (2) asks the Chair to write to the Executive Director of the Office of the Director of Public Prosecutions, noting that it will be making an interim report on progress to date, and asking that he provide an update on the Office of DPP's response to the performance audit by March 2010.

...

8. Next meeting

The Committee adjourned at 9:45 am until its next meeting Friday, 23rd October 2009 (subject to availability of members).

Minutes of Proceedings of the Public Accounts Committee (No 39)

Friday, 30 October 2009 at 10:05am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

Mr John Turner, MP

Mr Ninos Khoshaba, MP

Mr Peter Draper, MP

Apologies:

Mr Anthony Roberts, MP

The Hon Grant McBride, MP

1. Minutes

Minutes for meeting held on Wednesday, 21 October 2009 were adopted by Mr Turner.

2. Correspondence

Submission from the Department of Health regarding Auditor-General's Report on Delivering Health Care out of Hospitals dated 30 October 2009.

Resolved on the motion of Mr Turner:

That the Committee authorises the publication of the submission from the Department of Health regarding the Auditor-General's Report on Delivering Health Care out of Hospitals dated 30 October 2009, and orders it to be placed on its website.

...

7. Next meeting

The meeting adjourned at 11.10 am until 9.15 am on Wednesday, 11 November 2009 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 40)

Wednesday, 11 November 2009 at 9:15 am

Parliament House – Room 1043

Members Present:

Mr Paul McLeay, MP

The Hon Grant McBride, MP

Mr Peter Draper, MP

Mr Ninos Khoshaba, MP

Mr Anthony Roberts, MP

Mr John Turner, MP

1. Minutes

Minutes confirmed on the motion of Mr Turner.

...

5. Managing Injured Police

Resolved, on the motion of Mr Draper:

That the Committee asks the Chair to write to the Commissioner of Police in relation to Auditor-General's report number 183 (Managing Injured Police), requesting a submission by 18 January 2010 outlining:

- a) the Force's response, suggesting the Committee's template as a model and including any supporting documentation; and
- b) any feedback they wish to provide on the effectiveness of the audit process, including the benefit of the audit to the agency and program delivery, the costs of the audit and any suggestions for improvement.

6. Next meeting

The meeting adjourned at 9.25 am until 9.00 am on Wednesday, 25 November 2009 in the Waratah Room.

Minutes of Proceedings of the Public Accounts Committee (No 41)

Wednesday, 24 February 2010 at 9:30 am

Parliament House – Room 1043

Members Present:

The Hon Grant McBride, MP

Mr Peter Draper, MP

Mr Anthony Roberts, MP

Mr John Turner, MP

Mr Ninos Khoshaba, MP

1. Minutes

Minutes confirmed on the motion of Mr Roberts.

2. Correspondence

...

- e) Submission from the NSW Police Force regarding the Auditor-General's report on Managing Injured Police dated 29 January 2010.

...

- g) Submission from the NSW Audit Office regarding the Auditor-General's Performance Audit Report on Managing Injured Police dated 15 February 2010.

Resolved on the motion of Mr Turner:

That the Committee authorises the publication of the following correspondence and directs that it be placed on its website:

...

- e) from the NSW Police Force regarding the Auditor-General's report on Managing Injured Police, dated 29 January 2010;
- f) from the Auditor-General regarding his Report on Managing Injured Police dated 15 February 2010.

Resolved on the motion of Mr Khoshaba:

That the Committee meet with the Auditor-General to discuss the performance audits he has commenced.

3. Next meeting

The meeting adjourned at 9.50 am until a briefing by the Auditor-General at 10.00 am Thursday 25 February 2010, in Room 1254 and a deliberative meeting at 9.00 am Wednesday, 10 March 2010, in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 43)

Wednesday, 17 March 2010 at 9:30 am

Parliament House – Room 1043

Members Present:

Mr Paul Gibson, MP
Mr Peter Draper, MP
Mr Victor Dominello, MP
Mr John Turner, MP
Mr Ninos Khoshaba, MP

Apology:

The Hon Grant McBride, MP

1. Minutes

Minutes confirmed on the motion of Mr Khoshaba.

2. Delivering Health Care Out of Hospitals

Resolved on the motion of Mr Turner:

That the Committee invite the Director General of NSW Health and the Auditor-General to a public hearing on NSW Health's response to the performance audit on Delivering Health Care Out of Hospitals.

...

4. Managing Injured Police

Resolved on the motion of Mr Khoshaba:

That the Committee invite the Police Commissioner and the Auditor-General to a public hearing on the Force's response to the performance audit on Managing Injured Police.

...

10. Next meeting

The meeting adjourned at 9.47 am until 9.30 am on Wednesday, 21 April 2010 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 44)

Wednesday, 21 April 2010 at 9:40 am

Parliament House – Room 1043

Members Present:

Mr Paul Gibson, MP
Mr Peter Draper, MP
Mr Victor Dominello, MP
Mr John Turner, MP
Mr Ninos Khoshaba, MP

Apology:

The Hon Grant McBride, MP

1. Minutes

Minutes confirmed on the motion of Mr Turner.

2. Correspondence

...

- b) Submission from the Office of the Director of Public Prosecutions regarding Auditor-General's Report on Efficiency of the Office of the Director of Public Prosecutions dated 29 March 2010

...

Resolved on the motion of Mr Turner:

That the Committee authorise the publication of the submission from the DPP and the supplementary submission from the Department of Education on the Committee's website.

...

5. Next meeting

The meeting adjourned at 9.50 am until 11:00 am on Wednesday, 5 May 2010 in Waratah Room.

Minutes of Proceedings of the Public Accounts Committee (No 45)

Wednesday, 5 May 2010 at 11:00 am

Parliament House – Waratah Room

Members Present:

Mr Paul Gibson, MP

Mr Peter Draper, MP

Mr Victor Dominello, MP

Mr John Turner, MP

Mr Ninos Khoshaba, MP

Apology:

The Hon Grant McBride, MP

1. Minutes

Minutes confirmed on the motion of Mr Draper.

...

6. Hearing on Examination of Auditor-General's Report on Delivering Health Care Out of Hospitals.

The public was admitted at 2:15 pm.

Audit Office of NSW

Mr Peter Achterstraat, Auditor-General on a former oath.

Ms Sean Crumlin, Director was sworn and examined.

Department of NSW Health

Dr Adam Smyth, Deputy Director General, Mr Raj Verma, Director, Health Services Performance Improvement Branch and Mr Geoff Barnden, Director of Chronic Disease Management, were affirmed and examined.

Evidence completed, the witnesses withdrew.

7. Briefing from the Auditor-General

The Auditor-General briefed the Committee on issues relating to his audit on Managing Injured Police.

8. Hearing on Examination of Auditor-General's Report on Managing Injured Police.

The public was admitted at 3:30pm.

Audit Office of NSW

Mr Peter Achterstraat, Auditor-General on a former oath.

Ms Jane Tebbatt, Director was sworn and examined.

NSW Police Force

Appendix B – Extracts of Minutes

Ms Catherine Burn, Deputy Commissioner, Acting Assistant Commissioner Mark Jenkins, Commander of Corporate Force and Ms Julie Wills, Director of the Safety Command were sworn and examined.

Evidence completed, the witnesses withdrew.

...

10. Next meeting

The meeting adjourned at 4:15 pm until 9:45 am on Wednesday, 12 May 2010 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 46)

Wednesday, 12 May 2010 at 9:45 am

Parliament House – Room 1043

Members Present:

Mr Paul Gibson, MP

Mr Peter Draper, MP

Mr Victor Dominello, MP

Mr John Turner, MP

Mr Ninos Khoshaba, MP

The Hon Grant McBride, MP

1. Minutes

Minutes confirmed on the motion of Mr Draper.

2. Correspondence

- a) Supplementary submission from the NSW Department of Health regarding Delivering Health Care out of Hospitals dated 5 May 2010.

...

Resolved on the motion of Mr Khoshaba:

That the Committee authorise the publication of the supplementary from NSW Department of Health on the Committee's website.

...

4. Briefing paper on the efficiency of the Office of the DPP

Resolved on the motion of Mr McBride:

That the Committee asks the Chair to draft a report for the Committee's consideration.

5. General Business

Following discussion of recent inquiries on follow-up of performance audits the Committee resolved on the motion of Mr McBride:

That the Committee request the attendance of representatives from RailCorp and NSW Health to appear at a public hearing to provide further information on issues raised during the follow-up of the Auditor-General's performance audits as soon as practicable.

...

7. Next meeting: The meeting adjourned at 10:15 am until 10:00 am on Wednesday 19 May 2010.

Minutes of Proceedings of the Public Accounts Committee (No 47)

Wednesday, 19 May 2010 at 10:00 am

Parliament House – Room 1043

Members Present:

Mr Paul Gibson, MP
Mr Peter Draper, MP
Mr Victor Dominello, MP
Mr John Turner, MP
Mr Ninos Khoshaba, MP

Apology:

The Hon Grant McBride, MP

1. Minutes

Minutes confirmed on the motion of Mr Draper.

2. Correspondence

...

- b) Supplementary submission received dated 10 May 2010 from the Audit Office re Efficiency of the Office of the Director of Public Prosecutions.

Resolved on the motion of Mr Turner:

That the Committee authorise the publication of the supplementary submission from the Audit Office on the Committee's website.

...

5. Next meeting

The meeting adjourned at 10:15 pm until 10:00 am on Wednesday, 2 June 2010 in Room 1043.

Minutes of Proceedings of the Public Accounts Committee (No 50)

Wednesday, 23 June 2010 at 10:00 am

Parliament House – Room 1043

Members Present:

Mr Paul Gibson, MP

Mr Peter Draper, MP

Mr Victor Dominello, MP

Mr John Turner, MP

Mr Ninos Khoshaba, MP

The Hon Grant McBride, MP

1. Minutes

Minutes of 9 June 2010 confirmed on the motion of Mr Turner.

...

3. Sixth Report on the Examination of the Auditor-General's Performance Audits. Resolved on the motion of Mr Khoshaba:

That the Committee add the following text in chapter 2:

New paragraph 2.23 – “On the issue of patient outcomes, the Committee notes that treating people in the home rather than in hospital eliminates the risk of contracting a secondary infection. In response to questions put to him by Mr Victor Dominello MP, Dr Smyth informed the Committee that there are a number of studies on the costs associated with secondary infections (including the number of beds needed for those patients, for example), but that the benefits gained from reducing these costs by treating more people in the home had not been incorporated into the external economic evaluation of in home care. The Committee is of the opinion that this data would assist NSW Health to generate greater community and professional support for its health care out of hospital initiatives.”

Paragraph 2.26 – “The Committee looks forward to receiving NSW Health's response to its request for information about the benefits derived from eliminating the risk of contracting a secondary infection.”

And

Resolved on the motion of Mr McBride:

‘That:

(1) The draft report, as amended, be the report of the Committee and that it be tabled;

(2) The Chair and the Secretariat be permitted to correct stylistic, typographical and grammatical errors; and

(3) That, once tabled, the report be placed on the Committee's website.'

...

6. The meeting adjourned at 10:55am until 10:00am on Wednesday, 1 September 2010 in Room 1043.