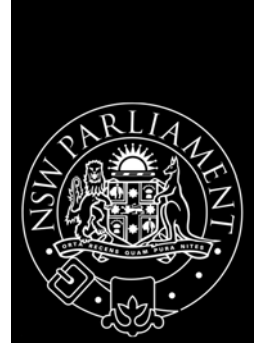


LEGISLATIVE ASSEMBLY



## Public Accounts Committee

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

Ageing Workforce – Teachers  
Efficiency of the Office of the Director of Public Prosecutions  
Working with Hotels and Clubs to Reduce Alcohol-Related Crime

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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

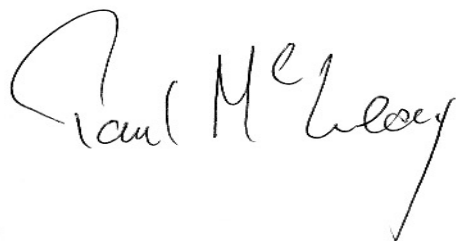
This report provides tangible evidence of the efficacy of the Committee's inquiries in bringing about positive results. The committee seeks to promote the economy, efficiency and effectiveness of public expenditure through increased public accountability and making recommendations for change.

This report contains no recommendations as the inquiry process itself has led to the necessary action. The public examination of how the Department of Education and Training was responding to the performance audit on the ageing teacher workforce caused the Department to rethink a number of its rejections of the Auditor-General's recommendations, and to conclude that their implementation was in the public interest. This action is now being taken in addition to the range of activities the Department initially commenced in response to the audit.

The Committee's examination of the audit of the efficiency of the Office of the Director of Public Prosecutions found that the Office was making good progress in implementing the Auditor-General's recommendations. However, as a number of the responses were still in their preliminary stages, the Committee will further examine these responses next year.

The Committee was pleased to see that the Office of Liquor, Gaming and Racing and the NSW Police Force were implementing the Auditor-Generals' recommendations on working with hotels and clubs to reduce alcohol-related crime. Alcohol-related crime is of concern to communities throughout NSW and the Committee applauds their efforts to address this growing problem.

The Committee commends the Department of Education and Training, the Office of the Director of Public Prosecutions, the Office of Liquor, Gaming and Racing and the NSW Police Force for their positive responses to the performance audits and thanks them for their assistance with the Committee's inquiries. The Committee also appreciates the contribution of the Public Sector Workforce Branch of the Department of Premier and Cabinet. I thank the Auditor-General and his staff for their professionalism, the Committee members for their ongoing work and commitment, and the Committee's secretariat for its support.



Paul McLeay MP  
Chair





## List of Recommendations

The Committee did not make any recommendations in this report.



# Chapter One – Ageing Workforce – Teachers

## INTRODUCTION

- 1.1 The education sector is particularly vulnerable to the problems associated with Australia's ageing workforce as the average age of school teachers is 45, 41 per cent of school teachers are 50 or over, and 50 per cent of teachers will have reached retirement age by 2016.<sup>1</sup> While there is obviously a need to ensure that there are enough teachers to meet demand, there is also a need to ensure that the special skills and knowledge of those who have dedicated their lives to teaching are not lost as older teachers retire.<sup>2</sup>
- 1.2 To find out how well the Department of Education and Training is managing the impact of the ageing workforce on the educational services it delivers, the Auditor-General asked whether:
- the impact of the ageing teaching workforce on the delivery of educational services had been identified and assessed;
  - policies and measures had been developed to reduce the impact of the ageing teaching workforce; and
  - the Department is dealing with the impact of the ageing teaching workforce on its educational services.<sup>3</sup>
- 1.3 The Auditor-General found that the Department had taken a number of steps to identify, address and monitor the impact of the ageing workforce on its services. However, he also identified gaps in relation to projections of retirement, the local impact of the declining teaching population, the medium-term impact of the declining teaching population, skill transference, workforce management, program evaluation and communication. The Auditor-General made five recommendations to assist the Department address these issues.
- 1.4 Although the Department's submission identified a number of activities it was undertaking in response to the Auditor-General's recommendations, it also indicated that it had partly rejected three of the Auditor-General's recommendations and fully rejected another. The Committee thus convened a hearing and was informed that, in preparation for the hearing, the Department's executive had reviewed its response and had decided to accept "a couple of th[e] proposals" it had previously rejected.<sup>4</sup> During the course of the hearing, however, the Committee secured a commitment from the Director-General, Mr Michael Coutts-Trotter, to accept all four of the initially rejected initiatives.
- 1.5 The Committee is pleased that its ongoing commitment to following up all of the Auditor-General's performance audits is playing an important role in enhancing the efficiency and effectiveness of various government activities. As with all of its

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<sup>1</sup> Auditor-General, *Auditor-General's Report: Performance Audit: Ageing Workforce – Teachers*, Audit Office of NSW, NSW, 2008, p. 19.

<sup>2</sup> As above, pp. 10 – 11.

<sup>3</sup> As above, p. 3.

<sup>4</sup> Michael Coutts-Trotter (Director General, Department of Education), Committee Proceedings, 12 August 2009, p. 9.

performance audit follow up inquiries, the Committee was able to benefit from the professional and collaborative approach of the Auditor-General and his staff, and from the cooperation and expertise of the agencies involved.

## THE PERFORMANCE AUDIT

### Audit Objectives

- 1.6 The Auditor-General sought to find out how well the Department of Education and Training, including TAFE NSW, is managing the impact of the ageing workforce on its educational services. To do this he asked if:
- the impact of the ageing teaching workforce on the delivery of educational services had been identified and assessed;
  - policies and measures had been developed to reduce the impact of the ageing teaching workforce; and
  - the Department is dealing with the impact of the ageing teaching workforce on its educational services.<sup>5</sup>

### Audit Conclusions

- 1.7 The Auditor-General found that the Department had already begun to identify, assess, address and implement programs to deal with its ageing workforce. Nonetheless, he highlighted a number of areas for improvement.
- 1.8 With respect to identifying and assessing the impact of the ageing workforce, the Auditor-General noted that although the Department uses profile and retirement data to determine what problems it is likely to encounter, ascertaining the retirement intentions of teachers (through online surveys, for example) would achieve a more accurate assessment of future concerns. The Auditor-General also observed that although the Department maintains a centralised employment list against which it assesses its capacity to meet demand, the list may “overstat[e] the numbers available for employment as not every teacher on the employment list may be willing and able to take up the position offered to them.” As he noted, however, the Department regularly reviews the list to ensure that this does not occur.<sup>6</sup>
- 1.9 A number of policies had been implemented by the Department to recruit new teachers and reduce the impact of teachers retiring. Among these policies were a statewide recruitment campaign, scholarships to complete teacher training in fields in which there is a shortage, a graduate recruitment program, incentive schemes to teach in rural areas, flexible working conditions, and the Department’s Phased Retirement Guidelines.<sup>7</sup>
- 1.10 In relation to how the Department was dealing with the impact of its ageing workforce, the Auditor-General observed that the Department undertakes workforce planning at a broad level by reviewing projections over the next seven years by geographical location, subject area, and school level (ie, primary or secondary). The Auditor-General expressed concern that aggregate figures may hide local needs and

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<sup>5</sup> Auditor-General, *Ageing Workforce – Teachers*, p. 3.

<sup>6</sup> As above, pp. 20 and 23.

<sup>7</sup> As above, pp. 24 – 29.

variations, and noted that an assessment of medium-term (3 to 5 years) impacts would be helpful.<sup>8</sup>

- 1.11 According to the Auditor-General, the ageing workforce problem will be exacerbated for TAFE NSW because “demand for TAFE’s educational services is expected to increase as a result of an increased emphasis on lifelong learning and increased promotion of workforce participation...” To address the challenges it faces, TAFE has developed *TAFE NSW Doing Business in the 21<sup>st</sup> Century*, a workforce development document that outlines ways in which TAFE NSW can continue to meet its service needs. The Auditor-General also found evidence that TAFE institutes were increasingly identifying courses that were most at risk and planning accordingly, had developed a range of recruitment practices, and were promoting phased retirement and flexible work practices for those who were considering retiring. However, the Auditor-General noted that TAFE NSW generally plans one year in advance, and that there would be merit in establishing system wide frameworks for dealing with the issues it faces.<sup>9</sup>

## Audit Recommendations

- 1.12 The Auditor-General made the following recommendations concerning the Department’s need to improve its understanding of future outlooks and challenges, enhance its workforce capability, improve its planning processes, and enhance its communication with other relevant government agencies:

1	<p>The Department, including TAFE NSW, develop a clearer picture of its future workforce and potential risk areas by:</p> <ul style="list-style-type: none"> <li>• improved information on retirement intentions with more frequent use of on-line retirement intentions surveys</li> <li>• more localised impact, risk assessment and reporting, as this is where shortages will first appear</li> <li>• further development of medium term (3 to 5 year) projections of the future supply and demand in critical areas of shortage.</li> </ul>
2	<p>The Department, including TAFE NSW, continue to develop new measures to enhance its workforce capability, such as by:</p> <ul style="list-style-type: none"> <li>• encouraging the retention of mature age workers; for example by facilitating a phased retirement</li> <li>• targeting the recruitment of mature age workers from industry, such as by accelerated teacher training program</li> <li>• increasing its focus on knowledge continuity, where critical skills are mapped and mature workers take on a mentoring role to support younger staff</li> <li>• keeping in touch with retired staff and drawing upon their skills, knowledge and expertise in filling short term vacancies (as proposed by the Alumni guidelines by Department of Premier and Cabinet)</li> <li>• requiring exit interviews of retiring teachers as a matter of course.</li> </ul>

<sup>8</sup> As above, pp. 31 – 32 and 34.

<sup>9</sup> As above, pp. 6, 38, 44 and 46.

3	<p>The Department, including TAFE NSW, strengthen its workforce planning capability by:</p> <ul style="list-style-type: none"> <li>• developing targeted workforce action plans, focusing on the medium term outlook for their most critical skill sets/areas</li> <li>• subject to the establishment of a business case, targeting the participation and retention of staff for critical skill sets/areas, such as mature-age workers, through specialised strategies</li> <li>• improving workforce management information on emerging shortages, take-up of new programs, and effects of policy measures</li> <li>• routinely evaluating the success of its workforce programs to ensure that successful programs are enhanced, new programs developed in timely fashion, and ineffective programs discontinued or modified.</li> </ul>
4	<p>The Department continue to advise universities and relevant Commonwealth Government departments of the Department's permanent teacher demand and supply needs. In particular its view of an oversupply of primary teachers and the need for additional teacher education places in areas of shortfall.</p>
5	<p>As TAFE shortages in particular are likely to have state-wide implications, our view is that it also needs to report annually to the Public Sector Workforce Office on critical areas of need, with specific plans for addressing problem areas (that may or may not involve mature age workers).</p>

## THE COMMITTEE'S EXAMINATION

1.13 The Committee commends the Department of Education and Training for the work it is undertaking to address the challenges posed by its ageing workforce. In its submission, the Department informed the Committee that it had:

- adjusted its planning projections of future supply and demand so that they address the medium-term (3 – 5 years) as well as the long-term (7 years);
- published its Phased Retirement Guidelines in July 2008;
- continued to implement its teacher scholarship programme;
- introduced a number of mentoring programmes for new teachers;
- continued to support initiatives designed to promote casual employment after retirement;
- adopted *TAFE NSW: Doing Business in the 21<sup>st</sup> Century*; and
- continued to advise NSW and ACT universities of its workforce needs.<sup>10</sup>

1.14 At the outset, the Department informed the Committee that it had rejected three initiatives put forward by the Auditor-General concerning the need for improved information on retirement intentions, more localised assessments of shortages, and exit interviews for retiring teachers. The Department's submission omitted a response to the recommendation that TAFE NSW report annually to the Public Sector Workforce Office on critical areas of need. Upon being asked to respond, the Department informed the Committee that it disagreed with the premise behind the recommendation.

1.15 In his submission to the Committee, the Auditor-General reiterated his support for the three initiatives the Department initially rejected, notwithstanding the reasons the Department gave. The Auditor-General was not able to comment on the recommendation the Department did not address in its original submission.

<sup>10</sup> Department of Employment Education and Training, Submission on the Inquiry into Ageing Workforce – Teachers, 20 March 2009, pp. 3 – 10.

- 1.16 The Committee thus convened a hearing to examine the four contentious issues in more detail. In his opening remarks, the Director-General of the Department of Education, Mr Michael Coutts-Trotter stated, "Since our March correspondence, which informed the Committee of our response to the recommendations of the audit, we as a departmental executive met and modified to some extent the bald rejection of a couple of those proposals."<sup>11</sup> Throughout the hearing, the Committee obtained a commitment from Mr Coutts-Trotter to implement all four of the initiatives the Department had rejected.
- 1.17 With respect to the Committee's approach to systematically following up agency responses to performance audits, Mr Coutts-Trotter stated, "That is a good mechanism for keeping the pressure on us and, frankly, it was part of the reason that we as an executive revisited the March response."<sup>12</sup> The Auditor-General also noted that the outcome at the hearing "shows the efficacy of this forum."<sup>13</sup>

### Information on retirement intentions

- 1.18 In his initial report, the Auditor-General stated that "while figures indicate that teachers may retire in the next few years there is no certainty that they will." He went on to state that "[a] way of getting more confidence is to ask teachers about their retirement intentions" and he noted that some school principals already informally assess the retirement intentions of their teachers.<sup>14</sup>
- 1.19 The Department initially rejected the recommendation to conduct more online retirement surveys because "intentions are not as effective a predictor as past performance." The Department also stated that it "monitors retirement trends of 55/60 age groups and will continue to do so in the context of changes to superannuation, taxation requirements and the current economic climate."<sup>15</sup>
- 1.20 At the hearing, Mr Coutts-Trotter explained to the Committee that the Department had decided to undertake retirement intention surveys after all:

We are committed to re-examining the design of a retirement intention survey and I understand that a sector-wide retirement retention survey is soon to be run. We would like to get in and provide some advice on the design of that survey from our perspective so that we get agency-specific information that we could then use, not simply workforce-wide but also looking into subject area specialty, particular skills that teachers may have, details about where they are working, where they are prepared to work, and the range of more specific things that would give us that we could respond in our planning.

In the past we have found that the assumptions on which we base our planning to a degree are a bit crude. In other words, we assume that women leave at the age of 55 and that men leave at the age of 60. When we dig into that we find that, because of the history of policy in New South Wales and in other States, a lot of women have periods away from work to have children and, as a result, they have not stayed in the defined benefit superannuation scheme. We assume that people leave at 55 because a cohort of a certain age is assumed to be in the defined benefit scheme. We found that only

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<sup>11</sup> Michael Coutts-Trotter, Committee Proceedings, p. 9.

<sup>12</sup> As above, p. 11.

<sup>13</sup> As above, p. 15.

<sup>14</sup> Auditor-General, *Ageing Workforce – Teachers*, p. 22.

<sup>15</sup> Department of Employment Education and Training, Submission on the Inquiry into Ageing Workforce – Teachers, p. 3.

one-third of that group of women retained their membership of defined benefit superannuation.

Obviously everybody's decision-making is entirely personal. But the assumptions about the financial incentives that are embedded in the pension scheme are a crude, conservative and appropriate assumption that is not borne out individual by individual. That takes us back to gathering better information about individuals' decision-making. Hence in reviewing this data we thought that a retirement intention survey, differently designed and better targeted, would probably be a useful tool.<sup>16</sup>

- 1.21 Mr Coutts-Trotter went on to explain to the Committee why it is so important for the Department to have an accurate understanding of the retirement intentions of its staff:

**Mr COUTTS-TROTTER:** We assumed women would leave at 55, and they are not. We assumed men would leave at 60, and they are not...That then presents a different challenge, a challenge that the audit report goes to, which is that you have people who planned to leave but now find that they cannot for a range of reasons. As an employer, how do you continue to engage them and keep them thrilled with the job of teaching?

**CHAIR:** Do you want to answer that question?

**Mr COUTTS-TROTTER:** Yes... Literally there are a zillion things that go into this and they are all about giving teachers a challenge and giving them professional support and training in the professional development that they need to take it up. You do find people who, in their thirty-fifth or fortieth year of teaching, are just reawakened and find it a thrill again. That is really important because you do not want a cohort of people who are waiting for the clock to tick around to retirement day; you want people who are giving to the classroom every day.

## Localised assessments of shortages

- 1.22 As noted above, the Auditor-General was concerned that the aggregate figures obtained through the Department's centralised projection process may fail to uncover problems at the local level. However, he also noted that the Department's planning processes allow for this. The number of people on the employment list, for example, is discounted to allow for people who reject employment offers. Although the Auditor-General observed that Victorian schools regularly report on recruitment difficulties, he also noted that, unlike in NSW, school staffing issues in Victoria are dealt with locally.<sup>17</sup>
- 1.23 A more localised approach to assessing the impact of its ageing workforce was rejected by the Department in its submission on the grounds that vacancies at individual schools are dealt with as operational issues rather than as 'shortages', and that this approach "has proved successful." It further noted, however, that the Department's new staffing policy, which allows for increased local selection, would provide additional information about local concerns.<sup>18</sup>

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<sup>16</sup> Michael Coutts-Trotter and Paul McLeay, Committee Proceedings, p. 10.

<sup>17</sup> Auditor-General, *Ageing Workforce – Teachers*, pp. 23 – 24.

<sup>18</sup> Department of Employment Education and Training, Submission on the Inquiry into Ageing Workforce – Teachers, p. 3.



- 1.24 In response to a question from Mr Anthony Roberts MP, Mr Coutts-Trotter informed the Committee at the hearing that the Department now accepted that it could do better in this regard:

**Mr ANTHONY ROBERTS:** I notice with respect to the localised assessment of shortages that the Auditor-General was concerned... that the aggregate figures obtained through the department's centralised projection process may fail to uncover teacher shortages at the local level... You say that you are addressing shortages and that addressing them as operational issues has proved successful. In what way has treating vacancies or shortages as operational issues proved successful, apart from not having shortages but operational issues?

**Mr COUTTS-TROTTER:** If Gilgandra High School's permanent science teacher leaves for whatever reason and the school spends a term looking for a science teacher, we manage that within the school. We do not say that that is an indication of a science teacher shortage in a broader region. The point that the Audit Office made is a point that we have reflected on. We do need to get down to smaller groups of schools in our consideration. So we are now taking the analysis down to groups of 30 schools. We are configured in 10 regions, and within regions there are school education groups. Broadly there are 28 to 30 schools in a group. The principals in that group work with the school education director. We will take the analysis down to that level so that if there was a problem in Gilgandra High School and also a problem in some other schools in that group, that becomes something we need to think about and be concerned about.<sup>19</sup>

## Exit interviews

- 1.25 The Auditor-General observed in his initial report that “[e]mployee exit surveys assist by providing information on why employees leave the organisation” and that the information they garner can then be used to build workforce capacity.<sup>20</sup>
- 1.26 The Department informed the Committee that it had rejected the Auditor-General's recommendation because it had previously piloted exit interviews and had determined that the response rate was too low to justify full implementation. The Department also observed that experts are divided on the benefits of exit interviews as they may “yield sanitised, or nearly useless information.”<sup>21</sup>
- 1.27 At the hearing, Mr Coutts-Trotter indicated that the Department had reconsidered this recommendation and expressed support for conducting exit interviews:

We have thought again about the value of exit surveys and we have thought about some lower cost ways of doing it among large groups of people. We have also determined that it is worth burrowing into the reasons why certain groups of our teaching workforce are leaving.<sup>22</sup>

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<sup>19</sup> Anthony Roberts and Michael Coutts-Trotter, Committee Proceedings, p. 13.

<sup>20</sup> Auditor-General, *Ageing Workforce – Teachers*, p. 29.

<sup>21</sup> Department of Employment Education and Training, Submission on the Inquiry into Ageing Workforce – Teachers, p. 6.

<sup>22</sup> Michael Coutts-Trotter, Committee Proceedings, p. 9.

## Reporting to the Public Sector Workforce Office on TAFE shortages

- 1.28 As the Auditor General was of the opinion that TAFE shortages would have state wide implications,<sup>23</sup> and as the Public Sector Workforce Office assists agencies with workforce planning and capability development, the Auditor-General recommended that TAFE report shortages to the Office.
- 1.29 In its supplementary submission, the Department informed the Committee that TAFE NSW would not be reporting annually to the Public Sector Workforce Office on areas in which there was a severe shortage with statewide implications because, in its opinion, it is highly unlikely that there will be such a shortage.<sup>24</sup>
- 1.30 At the hearing, Mr Coutts-Trotter informed the Committee that the Department had altered its position and would now work with the Public Sector Workforce Office to ensure that TAFE NSW's services were not undermined by its ageing teaching workforce:
- ...as I understand the concern of the Audit Office, it was that TAFE is such a crucial institution within the economy of New South Wales, let alone the society of New South Wales, that anything that threatens its capacity to do its job is of statewide significance and needs to be reported to the centre of government. We accept that, and will do that.<sup>25</sup>

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<sup>23</sup> As above, p. 48.

<sup>24</sup> Department of Employment Education and Training, Submission on the Inquiry into Ageing Workforce – Teachers, No 2, 15 June 2009, p. 1.

<sup>25</sup> Michael Coutts-Trotter, Committee Proceedings, p. 14.

## Chapter Two – Efficiency of the Office of the Director of Public Prosecutions

### INTRODUCTION

- 2.1 The Office of the Director of Public Prosecutions (ODPP) is an independent government agency with the power to prosecute serious criminal offences on behalf of the people of NSW. As the Auditor-General pointed out in his performance audit, however, the ODPP's "independence does not remove the need for it to manage public resources appropriately, to be accountable for its performance and [to] deliver value for money."<sup>26</sup>
- 2.2 Following a request from the Treasurer to inquire into a range of issues related to the efficient and effective use of the financial resources of the ODPP, the Auditor-General decided to examine whether the ODPP could demonstrate how efficient it was and that it had adopted good management practices.<sup>27</sup>
- 2.3 Although not unique to the ODPP, the tension between the need to perform its core functions well, while also making prudent financial decisions, is particularly acute at the ODPP. As Chief Justice Spigelman has noted:
- Our system of justice is not the most efficient mode of dispute resolution. Nor is democracy the most efficient mode of government. We have deliberately chosen inefficient ways of decision-making in the law in order to protect rights and freedoms. We have deliberately chosen inefficient ways of governmental decision-making in order to ensure that the governments act with the consent of the governed.<sup>28</sup>
- 2.4 With this in mind, the Auditor-General sought to advise the ODPP on how to address this "healthy tension." Having noted that "the ODPP has developed a sound reputation for its prosecutorial integrity and effectiveness among the legal profession," the Auditor-General stressed that his inquiry did not concern the quality of the services provided by the ODPP. The inquiry was strictly related to the capacity of the ODPP to demonstrate that it was operating efficiently.<sup>29</sup>
- 2.5 With respect to the ODPP's general capacity to demonstrate efficiency, the Auditor-General found that the ODPP could not show whether or not it was efficient.<sup>30</sup> With respect to the ODPP's capacity to show that its information systems support efficient management, the Auditor-General found that, although the ODPP has a comprehensive case management system, it did not gather adequate information on the costs of its services, or on the workload of its staff.<sup>31</sup> With respect to the ODPP's capacity to show that its management arrangements and work practices supported

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<sup>26</sup> Auditor-General, *Auditor-General's Report: Performance Audit: Efficiency of the Office of the Director of Public Prosecutions*, 26 March 2008, p. 2.

<sup>27</sup> As above, p. 17.

<sup>28</sup> Chief Justice Spigelman AC, "Economic Rationalism and the Law", *Judicial Officers' Bulletin*, Volume 13 Number 2 of March 2001, quoted in above, p. 18.

<sup>29</sup> Auditor-General, *Efficiency of the Office of the Director of Public Prosecutions*, pp. 2 – 5 and 17 – 18.

<sup>30</sup> As above, p. 4. Note that this does not mean that the ODPP is inefficient, it means that the ODPP does not have adequate systems in place to be able to *demonstrate* that it is efficient.

<sup>31</sup> As above.

efficient management, the Auditor-General found that, while the ODPP has systems in place to manage the efficiency of its staff, these were not being properly implemented.<sup>32</sup>

- 2.6 The Auditor-General made 16 recommendations to assist the ODPP to improve its management practices in relation to information, staff, case management and liaison with other agencies. Among the recommendations was the suggestion that the ODPP appoint an Executive Director who would drive efficient management practices and report directly to the Director. This would then leave the Director with more time to focus on the quality of the ODPP's legal services. Although the Director rejected this recommendation immediately following the completion of the performance audit, an Executive Director has since been appointed.
- 2.7 After receiving the Committee's request for information regarding the ODPP's response to the performance audit report in the year following its tabling, the new Executive Director, Mr Nigel Hadgkiss, informed the Committee that all of the recommendations had been accepted. The Auditor-General's submission to the Committee suggested that he was generally pleased with the progress the ODPP had made in implementing his recommendations.
- 2.8 The Committee is also pleased to see that the ODPP is taking action to address all of the Auditor-General's recommendations. Much of this action will take some time to implement, with many significant milestones to be passed by the end of 2009. The Committee has therefore asked the Executive Director to provide an update of progress in implementation early in 2010, which will be examined in a future report of the Committee.

## THE PERFORMANCE AUDIT

### Audit Objectives

- 2.9 In response to a request from the Treasurer, the Auditor-General examined whether the ODPP could show how efficient it was and whether it had adopted good management practices.

### Audit Conclusions

- 2.10 The Auditor-General found that:
- the efficiency indicators the ODPP was using were not yet sufficiently relevant and appropriate;
  - the ODPP did not have adequate information on the costs of its services and on how staff used their time; and
  - the systems in place to manage staff were not routinely and consistently applied.
- 2.11 Although the ODPP believed it was efficient, it was unable to adequately demonstrate this to the Auditor-General. For example, the ODPP explained that its budget and staff had increased significantly despite a drop in the number of cases referred to it by the Police because cases were now more resource intensive as a result of

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<sup>32</sup> As above.

legislative and other changes. Although this explanation sounds reasonable, the Audit-Office found that “[w]ithout better supporting evidence, we cannot either refute or support this.” The performance audit report notes that the ODPP could address this issue by improving and implementing its efficiency indicators, costing its services and providing more detailed reports to Parliament.<sup>33</sup>

- 2.12 The Auditor-General found that the ODPP’s failure to gather information on the costs of its services and on what its staff do with their time “was a significant barrier to good management and efficiency improvement.” According to the performance audit report, such information would support better planning, decision making and cost management processes. On the issue of costing services, the report notes that “it allows agencies to move beyond cost control to cost management.” On the issue of managing staff workload and caseload, the report pointed out that the ODPP did have systems in place for gathering relevant information, but that they were not utilised as effectively as they could be.<sup>34</sup>
- 2.13 While the ODPP believed that the systems it had in place for managing the efficiency of individual solicitors and employees were the most efficient possible given available resources, the Auditor-General once again noted that “[d]eficiencies in information prevented us from assessing ... alternatives against the current approach.”<sup>35</sup>
- 2.14 Among the alternatives put forward by the Auditor-General was that an additional prosecutorial position be created between the Trial Advocate (who earns \$126,000 per year) and the Crown Prosecutor (who earns \$220,000 per year), so that cases of differing complexity and sensitivity could be dealt with by prosecutors with differing levels of experience and competence. Allocating cases of medium complexity to an Associate Crown Prosecutor or a Senior Trial Advocate may result in significant cost savings without compromising the level of service provided. As the Auditor-General noted in relation to the current ratio of Trial Advocates to Crown Prosecutors, the ratio of 20:80 may be what is needed to strike the right balance between justice and efficiency, but this needs to be objectively demonstrated, not least because seven Trial Advocates cost around the same amount as four Crown Prosecutors.<sup>36</sup>

## Audit Recommendations

- 2.15 The Auditor-General made 16 recommendations on demonstrating efficiency, improving information management and improving management practices:

<b>DEMONSTRATING EFFICIENCY</b>	
1	<p>Continue to build on recent improvements to its service and efficiency indicators:</p> <ul style="list-style-type: none"> <li>• clearly articulate its services, and how these services contribute to the results it is trying to achieve</li> <li>• develop indicators of quantity, timeliness, total cost and unit cost for each service</li> <li>• include these indicators in its planning and internal reporting</li> <li>• select from these a smaller number of 'headline' indicators to use in its reports to Parliament and to the Minister</li> <li>• start building a data development agenda and report progress alongside its reporting on service performance (page 48)</li> </ul>

<sup>33</sup> As above, pp. 40 – 58.

<sup>34</sup> As above, pp. 60 – 63.

<sup>35</sup> As above, p. 68.

<sup>36</sup> As above, pp. 68 – 79.

2	<p>Include in its reporting to the Attorney General and Parliament:</p> <ul style="list-style-type: none"> <li>• its improved service and efficiency indicators</li> <li>• an explanation of why these indicators are important</li> <li>• advice on what represents good performance</li> <li>• comparisons over time, against benchmarks and to targets</li> <li>• narrative to clearly explain performance (page 51)</li> </ul>
3	<p>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:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• use service costing information to enhance its reporting (page 53)</li> </ul>
4	<p>Strengthen its data management practices to provide greater assurance that reported performance information is accurate and complete. In so doing the ODPP should:</p> <ul style="list-style-type: none"> <li>• clearly define and document roles and responsibilities for data collection, processing, monitoring and quality assurance, analysis and reporting for service performance indicators</li> <li>• develop and document data quality standards and expectations, and clearly communicate these needs to responsible officers</li> <li>• document data definitions and collection methods to ensure consistent measurement and calculation</li> <li>• implement suitable data collection, processing and monitoring controls to ensure the accuracy, completeness and reliability of performance data</li> <li>• implement appropriate training for staff who are responsible for collection, processing and reporting of performance information</li> <li>• consider the development of a data dictionary in the longer term (page 55)</li> </ul>
<b>IMPROVING INFORMATION MANAGEMENT</b>	
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"> <li>• inform its planning, decision-making and cost management</li> <li>• benchmark costs between different groups in the organisation and other agencies (page 62)</li> </ul>
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"> <li>• develop a regular, consistent and systematic approach to the review of solicitors' practices by Managing Lawyers</li> <li>• 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 (page 63)</li> </ul>
<b>IMPROVING MANAGEMENT PRACTICES</b>	
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"> <li>• ensure that the systems for performance management in the Solicitor's Office are implemented consistently</li> <li>• systematically analyse the workload and efficiency of Crown Prosecutors</li> <li>• 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</li> </ul>
8	<p>Once the ODPP has better information on the cost of prosecutions, use this to:</p> <ul style="list-style-type: none"> <li>• improve its management arrangements</li> <li>• inform a detailed, independent study into the feasibility of creating a number of smaller</li> </ul>

	Crown Prosecutors' chambers in Sydney and 'pairing' these with groups of solicitors (page 75)
9	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 (page 79)
10	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: <ul style="list-style-type: none"> <li>• 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</li> <li>• examine opportunities to identify and implement common practices between offices and groups within the Solicitor's Office</li> </ul>
11	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: <ul style="list-style-type: none"> <li>• develop more systematic approaches to capturing and quantifying the impact on its operations of court listing practices and the quality of NSW Police briefs</li> <li>• use this information to support its efforts to reduce the impact of these on its efficiency</li> <li>• report the impacts to the Attorney General, NSW Treasury and in its Annual Report (page 86)</li> </ul>
12	Introduce a position of Executive Director with similar or greater status to the existing Deputy Directors, reporting directly to the Director of Public Prosecutions (page 90)
13	Review other positions to rationalise management responsibilities within the new position of Executive Director (page 90)
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 (page 90)
15	Appoint an independent Chair to the Audit and Risk Management Committee (page 90)
16	Conduct regular surveys of staff satisfaction and implement a systematic process to address staff concerns and improve morale (page 90).

## THE COMMITTEE'S EXAMINATION

2.16 In his initial response to the report, the Director of Public Prosecutions accepted the majority of the recommendations, noted that some would require additional resources, and rejected the proposed appointment of an Executive Director. Despite the Director's rejection of this recommendation, an Executive Director was appointed in October 2008, and the Executive Director advised the Committee in the Office's submission that the ODPP had now accepted all of the audit's recommendations.

2.17 In addition to the appointment of an Executive Director, the ODPP has taken a number of steps in response to the Auditor-General's findings. These include:

- improving its efficiency indicators and processes for reporting against indicators;
- ensuring consistency of efficiency indicators across management documents;
- undertaking to include the information it gathers from its enhanced efficiency indicator system in its reports to the Attorney General and Parliament;
- obtaining expert advice on costing its services;
- establishing a new Statistical Performance Management System that will allow it to improve its data collection;

Efficiency of the Office of the Director of Public Prosecutions

- undertaking to better monitor the quantity and quality of the workload of solicitors and Crown Prosecutors;
- adopting a 'pairing' approach to solicitors and Crown Prosecutors in relation to particular kinds of prosecutions (eg, homicide and child sexual assault) so that the most suitable matters are given to the most suitable team of lawyers;
- undertaking to complete a study identifying the appropriate level of representation needed for cases of different complexities, and to establish a grade of prosecutor between Trial Advocate and Crown Advocate;
- carrying out reviews of how deficiencies in police briefs and Local Court scheduling practices impact on the ODPP;
- appointing two independent members to the Audit and Risk Committee; and
- undertaking to engage a staff survey provider.<sup>37</sup>

2.18 In his submission to the Committee, the Auditor-General indicated that, on the whole, the ODPP had made good progress in implementing his recommendations. In addition, the Auditor-General observed that, although the ODPP was still in the process of developing some of its efficiency indicators, it had given sound reasons for doing so and had said that it will complete this process by October 2009. The Auditor-General also observed that the ODPP would need to ensure clear accountability for maintaining the new Statistical Performance Management System.<sup>38</sup>

2.19 The Committee is pleased with the initiatives the ODPP has commenced in line with the recommendations of the performance audit. Many of these initiatives will take some time to implement, but should be in operation, or well developed, by the end of 2009. The Committee has therefore written to the Executive Director to ask that he provide an update on the ODPP's response to the performance audit by March 2010. The Committee will examine this update in a future report.

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<sup>37</sup> Office of the Director of Public Prosecutions, Submission on Inquiry into the Efficiency of the Office of the Director of Public Prosecutions, 24 April 2009, pp. 2 – 10.

<sup>38</sup> Auditor-General, Submission on Inquiry into the Efficiency of the Office of the Director of Public Prosecutions, 14 May 2009, pp. 2 – 5.



## Chapter Three – Working with Hotels and Clubs to Reduce Alcohol-related Crime

### INTRODUCTION

- 3.1 Over the past decade, alcohol-related assaults in or near licensed premises have almost doubled across NSW, and alcohol is often a factor in other types of incidents including malicious damage and theft. To minimise the harm of alcohol-related criminal behaviour on the community, the NSW Police Force and the Office of Liquor, Gaming and Racing (OLGR) enforce the State's liquor laws. The Auditor-General sought to determine how well these agencies work with each other, and with licensees, to achieve this objective.<sup>39</sup>
- 3.2 The Auditor-General found that both agencies work with licensees to promote the responsible service of alcohol (RSA) and harm minimisation, however, there was a lack of coordination between the agencies, including a lack of information sharing. While OLGR generally had a positive relationship with licensees, the relationships between the Police and licensees varied, with licensees saying that they found it hard to work with the inconsistencies across local area commands (LACs), and between the Police and OLGR.<sup>40</sup>
- 3.3 The Auditor-General also found that both agencies used a range of enforcement and education options, although the Police were generally more focused on enforcement. While OLGR had more data than the police on processing times, neither agency had assessed which approach to enforcement works best. All four LACs reviewed for the audit had adopted different combinations of approaches with different results. Since 2005-06, alcohol-related assaults had decreased in The Rocks, stabilised in Newcastle and Manly, and increased in Tweed Heads.<sup>41</sup>
- 3.4 The Auditor-General put forward 11 recommendations designed to foster greater coordination, guidance, monitoring and review. Both the NSW Police Force and OLGR responded positively to the Auditor-General's report, with their submissions indicating that they had accepted all of the recommendations and that they had implemented a number of initiatives to address the problems raised. The Committee sought, and was given, further information on OLGR's monitoring strategy for liquor accords, and was satisfied with the agency's response.
- 3.5 The Committee notes the agencies' recent successes in halting the increase in alcohol-related crime in certain areas, and encourages the agencies to continue to work together to reduce alcohol-related crime across NSW.

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<sup>39</sup> Auditor-General, *Auditor-General's Report: Performance Audit: Working with hotels and clubs to reduce alcohol-related crime*, April 2008, pp. 4 – 7.

<sup>40</sup> As above, p. 20.

<sup>41</sup> As above, pp. 34 and 36.

## THE PERFORMANCE AUDIT

### Audit Objectives

- 3.6 The Auditor-General sought to determine how well the Police and the Office of Liquor, Gaming and Racing (OLGR) worked with licensees to minimise the harm caused by alcohol. The audit asked if the agencies:
- worked with licensed premises to promote responsible service of alcohol (RSA); and
  - took appropriate action for RSA and related breaches.

### Audit Conclusions

- 3.7 The audit found that OLGR had recently adopted a more proactive approach to prevention by, for example, running information sessions with licensees and staff on liquor laws. While the Police also held information sessions and participated in formal partnerships with licensees (called liquor accords), enforcement was the primary means the Police used to educate licensees. Increasing awareness among patrons was also a strategy pursued by the agencies, with both having run a number of patron education campaigns.<sup>42</sup>
- 3.8 Although OLGR and licensees generally had a positive relationship, the same could not be said of the Police and licensees. Licensees who expressed dissatisfaction with the Police stated that officers were too heavy handed, there were inconsistent approaches across the Force and with respect to OLGR, and officers were dismissive of licensees' concerns. The Police noted that most licensees did the right thing but that it was difficult to build constructive relationships with some licensees because they were driven by profit rather than safety, and they were not willing to be held responsible for their impact on the broader community. Additional difficulties identified by the Police were that the large number of licensed premises made it difficult to establish relationships, corporate owners were hard to access, and it was difficult to be both an enforcer and an educator.<sup>43</sup>
- 3.9 The audit found that the Police and OLGR strategically target high-risk premises and areas. However, neither agency had access to information on the enforcement action of the other and OLGR requests for crime data had been met with delays. Moreover, neither consulted with the other about where they would intervene.<sup>44</sup>
- 3.10 While both OLGR and the Police used a range of enforcement strategies, only OLGR had a policy to assist their officers in ensuring that the strategy they used was proportionate to the seriousness of the breach. Seemingly as a result, police approaches to enforcement varied across LACs, with Manly identifying just two intoxication offences in 2007 and issuing warnings for both, and Newcastle identifying 30 intoxication offences in 2006-07 and taking court action in the majority of cases.<sup>45</sup>

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<sup>42</sup> As above, pp. 20 – 22.

<sup>43</sup> As above, pp. 28 – 29.

<sup>44</sup> As above, pp. 24 – 27.

<sup>45</sup> As above, pp. 34 – 35 and 40.

- 3.11 With respect to the speed with which the agencies respond to breaches and to the follow-up action they take after breaches, OLGR again performed better than the Police. OLGR policy stipulated that penalty notices must be issued within seven days of a breach, and the audit found that 44 per cent of penalty notices were issued within that timeframe, and that over 80 per cent were issued within 14 days. The Police did not have a similar policy and could not provide data to demonstrate how long it took to issue notices. While OLGR had a formal follow up process, the Police Force did not.<sup>46</sup>
- 3.12 Recently, however, the Police and OLGR have had some success in reducing alcohol-related violence. In the Newcastle and Manly LACs alcohol-related assaults stabilised, while in The Rocks LAC they dropped. The Manly LAC also saw a drop in alcohol-related offensive conduct and alcohol-related malicious damage, the last of which also dropped in The Rocks LAC. In some areas in which OLGR had utilised its Alcohol Response Taskforce to deliver workshops, audit licensed premises and provide feedback on improving compliance, the number of alcohol-related assaults on premises dropped by between four and 34 per cent. Unfortunately, there were also areas in which such assaults increased by between one and 26 per cent, notwithstanding the efforts of the Taskforce.<sup>47</sup>

## Audit Recommendations

- 3.13 The Auditor-General made eleven recommendations concerning the need for greater coordination, guidance for officers, monitoring and review.
- 3.14 The Auditor-General recommended that:

<b>NSW Police Force and Office of Liquor, Gaming and Racing</b>	
1	Establish a working party to: <ul style="list-style-type: none"> <li>clarify roles and responsibilities under the new liquor laws (page 41)</li> <li>develop a joint approach to licensing that includes both education and enforcement strategies, by December 2008 (page 41)</li> <li>develop a risk-based annual program which identifies the areas and licensed premises to be targeted as part of its licensing operations, which is reviewed at least quarterly, by December 2008 (page 27).</li> </ul>
2	Ensure that all relevant information about licensed premises is accessible to each agency so they can better target high-risk premises (page 25).
3	Review the impact of their operations to determine what works best in the long term to reduce alcohol-related crime, and disseminate and share good practice (page 39).
4	Develop and deliver by July 2010, statewide patron education campaigns on the liquor laws, including the consequences of breaking the law for both patrons and licensees (page 22).
5	Assist NSW Health in developing and implementing statewide public education campaigns on responsible drinking (page 22).
6	Continue to work with the Australian Hotels Association and Clubs NSW to ensure licensees are informed about the alcohol-linking project and other new initiatives, including how data is used (page 30).

<sup>46</sup> As above, pp. 42 – 43.

<sup>47</sup> As above, pp. 35 – 38.

<b>NSW Police Force</b>	
7	By December 2008, introduce guidelines which outline the joint approach to licensing including how Police should: <ul style="list-style-type: none"> <li>• work with licensees to prevent breaches from occurring using a range of education and support initiatives</li> <li>• respond to licensing breaches including enforcement options (page 22).</li> </ul>
8	By December 2008, analyse the appropriate resource requirements to tackle alcohol-related crime, and allocate these resources accordingly (page 28).
9	By July 2009 implement the following training initiatives: <ul style="list-style-type: none"> <li>• provide training in liquor licensing as part of general duty officer recruitment program (page 31)</li> <li>• reinstate and deliver a formal training course on licensing (page 31)</li> <li>• run an abridged version of the licensing course for general duty officers where needed to ensure they have licensing skills and knowledge to assist them to carry out their duties (page 31)</li> <li>• deliver a mandatory training package to LACs which includes information on the liquor reforms and the functions of each agency (page 41).</li> </ul>
<b>Office of Liquor, Gaming and Racing</b>	
10	By July 2009, monitor the effectiveness of liquor accords to identify strategies that reduce alcohol-related harm, such as crime and anti-social behaviour (page 29).
11	By December 2008, include on its website the results of enforcement action taken against licensees by Police and OLGR for breaches of the liquor laws (page 42).

## THE COMMITTEE'S EXAMINATION

3.15 The NSW Police Force informed the Committee that it had accepted all of the Auditor-General's recommendations and it outlined a range of initiatives it had undertaken in furtherance of their implementation. Among these initiatives are the development of:

- an Interagency Working Group with key personnel from both agencies;
- the Alcohol Related Crime Information Exchange which is accessible to the Police, OLGR, Office of State Revenue, and Bureau of Crime Statistics and Research;
- the 'Your Choice' and 'Supply Means Supply' statewide alcohol diversionary programs;
- Regional Licensing Coordinators established at each of the six police regions to assist with support, advice and training;
- the Alcohol and Licensing Enforcement Command with 30 officers whose role is to reduce alcohol-related crime and anti-social behaviour; and
- several training programs on liquor laws and alcohol-related crime.<sup>48</sup>

3.16 The Office of Liquor, Gaming and Racing also informed the Committee that it had accepted all of the Auditor-General's recommendations. Among the initiatives it has adopted are:

- changes to operational procedures so the Police are informed of OLGR strategies and outcomes;

<sup>48</sup> NSW Police Force, Submission on Inquiry into Working with Hotels and Clubs to Reduce Alcohol-Related Crime, 24 June 2009, pp. 2 – 5.

- increased resources for the OLGR Liquor Accord Delivery Unit in order to support liquor accords by implementing, monitoring and reporting on strategies and outcomes (including by examining the effectiveness of patron communication initiatives); and
- collaboration with NSW Health on a range of prevention campaigns.<sup>49</sup>

3.17 The Auditor-General's submission stated that the additional funds and personnel assigned to OLGR's Liquor Accord Delivery Unit would assist to sustain liquor accords, but that OLGR's submission did not indicate whether or not it had addressed the underlying problem, which was that the accords need clear objectives and performance measures, and that OLGR should use those to monitor the effectiveness of the accords.<sup>50</sup> The Committee considered this issue in greater detail.

### Monitoring the effectiveness of liquor accords

3.18 OLGR's submission to the Committee stated that it was assessing the outcomes of its 2008 liquor accord workshops, and that it was "implementing strategies to sustain NSW liquor accords and improve their capacity to support safe and responsible drinking environments."<sup>51</sup> Thus, it was not immediately clear to the Committee whether or not the Office had adopted, or intended to adopt, objectives and performance measures for the purpose of measuring the accords' effectiveness.

3.19 In response to a request for additional information, the Director-General of Communities NSW, Ms Carol Mills, informed the Committee that the accords' primary objectives, including reducing alcohol-related violence and anti-social behaviour, could be found in the *Liquor Act 2007*. The Director-General stressed to the Committee that it was important that the measures used to achieve these objectives remained flexible so as meet local needs:

The process is, ideally, an organic one that sees the development of "local solutions to local problems", rather than strategy setting by Government. It is also desirable for strategies to be amended by accords as local circumstances change.<sup>52</sup>

3.20 With respect to monitoring the effectiveness of the accords more broadly, the Director-General noted that the Department was actively considering appropriate evaluation strategies. Ms Mills noted, however, that there is a need to proceed with caution insofar as evaluation is concerned:

While this Department is keen to ensure that accords operate effectively, we acknowledge that they are a voluntary, community based mechanism that does not receive public funding and that participation needs to be attractive. Members of the accord have many demands on their time and there is a legitimate concern to avoid undue administration and reporting.<sup>53</sup>

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<sup>49</sup> Office of Liquor, Gaming and Racing, Submission to Inquiry into Working with Hotels and Clubs to Reduce Alcohol-Related Crime, 12 June 2009, pp. 2 – 7.

<sup>50</sup> Auditor-General, Submission to Inquiry into Working with Hotels and Clubs to Reduce Alcohol-Related Crime, 8 July 2009, p. 6.

<sup>51</sup> Office of Liquor, Gaming and Racing, Submission to Inquiry into Working with Hotels and Clubs to Reduce Alcohol-Related Crime, p. 7.

<sup>52</sup> C Mills, Response to request for additional information on Inquiry into Working with Hotels and Clubs to Reduce Alcohol-Related Crime, 19 October 2009, p. 1.

<sup>53</sup> As above, p. 2.

- 3.21 The Committee is satisfied that OLGR is responding to the need to adopt rigorous implementation processes, while also ensuring that the administrative burden on the accords' voluntary members is not too great.

## Appendix A. Submissions

### **AGEING WORKFORCE – TEACHERS**

#### **Submissions:**

1. Department of Education and Training – 20 March 2009
2. The Audit Office of NSW – 2 April 2009

#### **Witnesses:**

1. Mr Michael Coutts-Trotter  
Director-General  
Department of Education and Training
2. Ms Rosemary Milkins  
Assistant Director-General  
Public Sector Workforce, Department of Premier and Cabinet
3. Mr Peter Achterstraat  
Auditor-General, Audit Office of New South Wales
4. Mr Sean Crumlin  
Director, Performance Audit  
Audit Office of New South Wales

### **EFFICIENCY OF THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS**

#### **Submissions:**

1. Office of the Director of Public Prosecutions – 24 April 2009
2. The Audit Office of NSW – 14 May 2009

### **WORKING WITH HOTELS AND CLUBS TO REDUCE ALCOHOL-RELATED CRIME**

#### **Submissions:**

1. Communities NSW (then Department of Arts, Sports and Recreation) – 12 June 2009
2. NSW Police Force – 26 June 2009
3. The Audit Office of NSW – 8 July 2009
4. Communities NSW – 19 October 2009  
(Supplementary submission)