



Greg Piper MP  
Chair  
Public Accounts Committee  
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Dear Mr Piper

**Re: Auditor-General's Performance Audit Report – *Progress and measurement of the Premier's Priorities***

I refer to your letter dated 29 June 2020 (Ref D20/27869), and the request for further information regarding the Department of Premier and Cabinet's response to the Audit Office recommendations in *Progress and measurement of the Premier's Priorities* from 2018.

The Premier's Implementation Unit has worked closely with agencies to implement the four recommendations outlined in the Report for the 2015-2019 set of Premier's Priorities.

In response to the questions raised in your letter, please find attached the DPC response to your questions. If you have any further questions, please do not hesitate to contact [REDACTED]

Yours sincerely

**Tim Reardon**  
**Secretary**  
29 July 2020

**PUBLIC ACCOUNTS COMMITTEE REQUEST FOR FURTHER INFORMATION - Progress and measurement of the Premier's Priorities**

RECOMMENDATION	ACTIONS TAKEN	STATUS	FURTHER INFORMATION REQUEST (July 2020)	DPC RESPONSE
<p>1 By December 2018, the Department of Premier and Cabinet should: Improve transparency of public reporting by:</p> <ul style="list-style-type: none"> <li>• providing information about limitations of reported data and associated performance</li> <li>• clarifying the relationship between the Premier's Priorities performance targets and broader government objectives.</li> </ul>	<p>To enhance communication to the public, the PIU updated the 2015-2019 Premiers Priority website to include additional information about the targets, metrics, inclusions, exclusions and limitations across all 12 Priorities. The text of each Priority page was updated to provide clear context as to the role of the Priority target in the achievement of the government's objective.</p>	<p>Completed. The PIU implemented this recommendation in November 2018.</p>	<ul style="list-style-type: none"> <li>• Have all the data limitations highlighted in the Audit report been addressed?</li> <li>• If not, are any remaining limitations made clear in progress reports and public-facing material, such as data limitations on housing approval performance referred to in the Audit, or domestic violence reoffending, which the Audit Office found to be ambiguous and difficult to interpret?</li> </ul>	<p>The PIU is committed to enhancing communication about the Premier's Priorities. The recommendation to improve transparency in public reporting for the 2015-2019 Premier's Priorities was completed. As you would be aware, the Premier has an updated set of 14 Premier's Priorities for 2019-2023. Over the past 12 months, work has been undertaken to better understand the new priority metrics, including their data limitations. The Premier's Priority website will be updated in the coming months to reflect this.</p> <p>Based on the feedback from the Audit Office, we have refined the <i>Reducing domestic violence reoffending</i> measure to focus on reducing the number of reoffenders by 25%, rather than the proportion of reoffenders. The measure has also been updated to remove the lag in the previous measure.</p>

2	<p>Ensure that processes to check and verify data are in place for all agency data sources</p>	<p>In November 2018, the Deputy Secretary sent letters to all Agency Priority Leads, informing them about the findings of the Audit Office Report. These letters specifically requested that processes be in place to check and verify data. Following this letter, the PIU met with relevant Agency teams to support them to implement this recommendation. A separate letter was also sent to Deputy Secretary, Department of Planning, Industry and Environment, regarding the recommendation to improve the quality of relevant housing related data and a subsequent meeting was held in November to support these improvements.</p>	<p>Completed. The PIU implemented this recommendation in November 2018.</p> <p>The PIU also worked closely with Agency leads on the development of the 2019 set of Premier's Priorities, and processes are in place to ensure data is checked and verified across all 14 new Priorities before release.</p>	<ul style="list-style-type: none"> <li>• Are there plans for DPC to review and test the quality of the data provided by the agencies?</li> <li>• Can you provide more detail about your work with the relevant agency to address the recommendation concerning the Making housing more affordable data (page 8 of the Audit Office report)?</li> </ul>	<p>The PIU regularly engages with agency analysts on data relating to the Premier's Priorities. In consultation with lead agencies, the PIU has developed data quality information for each of the 14 Premier's Priorities. These will be published on the Premier's Priority website.</p> <p>The 2015-2019 Premier's Priority on <i>Making housing more affordable</i> was led by the Department of Planning (now Planning, Industry and Environment). Following the Audit recommendations, the PIU worked with all agencies, including DPIE, on data quality information for the metrics. Key questions discussed included:</p> <ol style="list-style-type: none"> <li>1) What was the original purpose for collecting the data?</li> <li>2) What processes are in place for checking and verifying the data for its original purpose?</li> <li>3) What additional processes have been applied to check and verify the data for the purpose of monitoring and reporting on progress towards achieving the Premier's Priorities' targets?</li> <li>4) Are there any limitations with using the data for this purpose which have not been addressed? What are they?</li> </ol>
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3	<p>Encourage agencies to develop and implement additional supporting indicators for all Premier's Priority performance measures to prevent and detect unintended consequences or misuse of data.</p>	<p>Included in the letters sent in November 2018 that informed all Agency Priority Leads about the findings of the Audit Report, was a request for agencies to develop and implement supporting indicators. In addition, the PIU met with relevant Agency teams to assist in the development of supporting indicators where required.</p>	<p>Completed. The PIU is also in the process of working with Lead Agencies responsible for the 2019 set of Premier's Priorities to develop supporting indicators where possible.</p>	<p>Nil</p>	<p>N/A</p>
4	<p>By June 2019, the Department of Premier and Cabinet should:</p> <p>Establish routine collection of feedback about PIU performance including:</p> <ul style="list-style-type: none"> <li>• Independent assurance of PIU performance</li> <li>• Opportunity for agencies to provide confidential feedback.</li> </ul>	<p>The PIU engages Delivery Associates, the organisation founded by Sir Michael Barber and international leaders in the Deliverology approach, to provide 6-monthly independent quality assurance of PIU's performance. Delivery Associates conducts interviews with PIU team members and key stakeholders, reviews teams' processes and products, and draws on its experience working with delivery units globally to provide recommendations to PIU to improve performance.</p> <p>In addition to this, the PIU developed a short anonymous online survey to Agency Leads and delivery teams in December 2018, seeking feedback on PIU performance, engagement and suggestions for improvement.</p>	<p>Completed. The PIU has established a process for obtaining regular independent assessment of PIU performance and will continue to use a blend of surveys and deep dive interviews to obtain feedback.</p>	<ul style="list-style-type: none"> <li>• Please provide further information about the independence of the quality assurance assessment given the prior role of Delivery Associates in developing the Premier's Priorities.</li> <li>• In your response you note that an anonymous survey was provided to lead agencies in 2018. Are there plans to repeat the survey on a periodic basis, given the Audit's recommendation that the collection of agency feedback be routine?</li> </ul>	<p>Delivery Associates are the world leaders in the implementation of the Deliverology approach used in NSW. Given their role in supporting delivery units in Australia and globally, Delivery Associates are uniquely placed to provide advice to the PIU on performance against the elements of the Deliverology approach, share best practice approaches from other delivery units and suggest opportunities to refine and improve.</p> <p>Following the Audit Office recommendation, the PIU received great value in the feedback from the anonymous survey. The survey will be conducted routinely with agencies to support continuous improvement of the PIU.</p>

		<p>Following the survey, the PIU commissioned Elton Consulting to collate the feedback and conduct further interviews with key Agency stakeholders. Elton Consulting prepared a report outlining findings and made additional recommendations to enhance and improve PIU performance, the majority of which were accepted and implemented by PIU.</p>			
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