

**Submission  
No 8**

**FOLLOW UP OF THE AUDITOR-GENERAL'S  
PERFORMANCE AUDITS OCTOBER 2011 - MARCH  
2012**

**Organisation:** NSW Audit Office  
**Name:** Mr Peter Achterstraat  
**Position:** Auditor - General  
**Date Received:** 5/06/2013

**Performance Audit – Improving Road Safety: Young Drivers**

**Implementation of Recommendations – Transport for NSW**

**PERFORMANCE AUDIT – *Improving Road Safety: Young Drivers***

**IMPLEMENTATION OF RECOMMENDATIONS**

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY  (Section of agency responsible for implementation)
1 Determine if the current requirement for a minimum of 120 hours of supervised practical experience for learner drivers remains appropriate.	Accepted	The Safer Drivers Course is planned to commence implementation in some NSW locations in July 2013.	30 June 2012	On track  A Board of independent road safety experts was established in 2012 to oversee the development of a Safer Drivers Course (the Course).  The curriculum framework was developed from the Independent Road Safety Board report.  In March 2013, the Government announced that learners who participate in the Course would receive a 20 hour reduction in required learner driver log book hours bringing their total hours to 100 hours. Learners who participate in the Course and take 10 hours of professional driving instruction will be eligible for a maximum of 40 hours reduction in required learner driver log book hours bringing their total on road hours to 80. The Safer Drivers Course is planned to commence implementation in some NSW locations from July 2013.	TfNSW – CRS RMS – Driver and Vehicle Policy

**Audit Office Comments**

1. Progress appears satisfactory. The PAC may wish to seek further information on the planned roll-out of the Safer Drivers Course.

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY  (Section of agency responsible for implementation)
2	Accepted		Dec 2011	Completed.  A school-based strategy was funded by the Motor Accidents Authority (MAA) where 110 rural high schools nominated to host workshops in 2012. Parents at 30 rural high schools participated in these workshops. The program delivered by Roads and Maritime Services (RMS) was supported by marketing campaigns run by schools and local councils across radio and print media.  A revised communication plan for community-based workshops has been implemented with new promotion and media strategies. A new advertisement was published in state-wide and local newspapers in early 2012. Since July 2012 regional radio and print advertising has occurred in Northern, South-Western and Western NSW.	TfNSW – CRS RMS – Driver and Vehicle Policy
3	Accepted	Transport for NSW will investigate options to assist learner drivers in low-socio economic communities and remote areas who meet the requirements of the learner log book. A pilot of restricted provisional P1 licences for learners in three communities West of the Newell Highway will commence in July 2013.  The restricted P1 pilot will be	30 June 2013	On track.  The Independent Road Safety Board has investigated programs which could provide support to disadvantaged learner drivers such as those in lower socio-economic, remote and Aboriginal communities, in the development of a Safer Drivers' Course for learner drivers.  As part of the pilot, a restricted P1	TfNSW – CRS RMS – Driver and Vehicle Policy

### Audit Office Comments

2. Progress appears satisfactory. The PAC may wish to inquire:

- about participation levels today compared to those prior to the audit report
- whether there are any plans to repeat/continue the school-based strategy.

3. Progress appears satisfactory. The PAC may wish to inquire about how these partnerships/programs are running, the number of participants, the number of successful completions, any evaluations planned and what past and ongoing funding has been delivered or committed.

The PAC may also wish to note that the Audit office is currently undertaking an audit 'Improving legal and safe driving among Aboriginal people'.

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
		<p>evaluated after 12 months to investigate the impact of the restricted P1 provisional licence on access to licensing among young people in remote communities and to monitor the road safety impact of the restricted P1 provisional licence for young drivers.</p>		<p>provisional licence that authorises driving for work, educational and medical purposes will be available for learners that pass the Driving Test after 50 hours on-road supervised driving in selected communities. Supporting programs to assist learners in pilot communities who meet the requirements to be eligible for the restricted P1 provisional licence will be investigated when implementing the pilot.</p> <p>In addition to the restricted P1 trial, Transport for NSW and RMS have established a range of partnerships to target homeless and disadvantaged youth including funding for:</p> <ul style="list-style-type: none"> <li>• Youthsafe, to deliver training to support to up to 10 community-based programs delivering driver mentoring for disadvantaged young people in regional NSW in 2012.</li> <li>• Delivery of driver instruction to young people as part of the NSW Health inter-agency program Keep Aboriginal Youth Safe (KAYS) in Blacktown.</li> <li>• GreenLight, a not-for-profit community organisation servicing homeless youth, which trains staff as professional driving instructors for client learner drivers to gain on-road driving experience.</li> <li>• Adult Community Education (ACE) Lismore, which will deliver driver</li> </ul>	

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
				<p>instruction programs in six locations in Northern NSW to assist over 70 Aboriginal young learner drivers.</p> <ul style="list-style-type: none"> <li>• A project to assist the NSW Aboriginal Legal Service to address traffic-related legal problems of socially and economically disadvantaged backgrounds in the Taree area.</li> <li>• The RMS Aboriginal Licensing Program has developed a new DVD 'Listen and Learn' Learner Driver Knowledge Book and an RMS Licensing Program 'Get Legal, Get Licensed, Get Work' to support TAFE Aboriginal Licensing Programs across NSW.</li> <li>• The Driving Change Program is a joint initiative by Transport for NSW, the George Institute for Global Health and AstraZeneca. This community led program currently being delivered in three locations will provide extra support to help young Aboriginal people overcome barriers to entering and re-entering the driver licensing system. The program funds positions for local Driver Licensing Champions; creates opportunities for community involvement in program direction; and provide links to existing services and information. The Driving Change Program will be extended to six</li> </ul>	

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
				locations and delivered through to the end of 2014.	
4 The RTA should review the current speed restriction for learner drivers, with a view to increasing it to 90km/h after six months of the learner licence period to ease the transition to unsupervised driving.	Accepted	Implementation of the increase in the learner driver speed limit from 80km/h to 90km/h to commence from 1 July 2013.	30 June 2012	<p>Review completed</p> <p>In March 2013, the NSW Government announced an increase in the learner driver speed limit from 80km/h to 90km/h, effective 1 July 2013. This measure will provide an opportunity for learner drivers to practice and develop their skills on higher speed roads.</p> <p>In developing the revised NSW policy approach, Transport for NSW completed a review of novice driver crash data, current road safety research, customer views and the policies of other jurisdictions related to the speed restrictions for learner drivers. The review also included consultation with the NSW Police Force and considered the administrative practicality of a staged increase in the learner driver speed limit, as recommended by the Auditor-General.</p> <p>A staged increase has not been adopted as this approach would present administrative and enforcement challenges without a clear road safety benefit.</p> <p>Transport for NSW and RMS publications will advise learners and</p>	TfNSW – CRS RMS – Driver and Vehicle Policy

**Audit Office Comments**

4. Progress appears satisfactory.

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	
				<p>supervising drivers to transition up to the new 90km/h maximum speed as they progress through the learner licence period.</p> <p>Additionally, Transport for NSW will continue to advocate for greater national consistency of Graduated Licensing Schemes to reflect the road safety benefits being achieved through New South Wales, Victoria and Queensland, particularly in the areas of logged hours, licensing age and speed restrictions.</p>		
5	The RTA should investigate variations in licence test pass rates between testing centres and, by 30 June 2013, address contributing factors within its control.	Accepted	Following a full data analysis at all locations, with pass rate variances outside the acceptable limits identified, RMS has identified 79 driver testing staff that fell outside the acceptable variation range. These staff have now completed the skills enhancement workshop and will be subject to in-vehicle monitoring sessions scheduled to be completed by August 2013.	Dec 2012	Investigation completed  Monitoring ongoing	TfNSW – CRS RMS – Driver and Vehicle Policy/Customer Service
6	The RTA should consider introducing a night-time 'curfew' driving restriction	Rejected	Following completion of in-vehicle monitoring, testing officer pass rates will be further monitored to determine whether improvements in consistency of delivery of driving tests has been achieved.			

### Audit Office Comments

5. Progress appears satisfactory. The PAC may wish to inquire whether it is intended to conduct data analysis on a regular basis as part of a strategy to ensure testers remain within acceptable levels of variation

6. Agency rejected recommendation

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
for P1 drivers between 11pm and 5am on Friday and Saturday evenings, and investigating the benefits of a similar curfew at other times.					
7 The RTA should consider extending the current passenger restriction for P1 drivers so they can carry no more than one peer passenger at any time.	Rejected				
8 Enable young drivers improved access to safer second-hand vehicles, the RTA should strongly advocate for all NSW Government agencies to only purchase light passenger vehicles with a five star ANCAP rating and light commercial vehicles with the best available ANCAP rating and specified safety features, including Electronic Stability Control and head protecting airbags.	Accepted	Introduction of the NSW Stars on Cars program.	Commencing immediately.	Ongoing.  Safer vehicles will be introduced in the NSW Government fleet by way of minimum safety specifications for Contract 653 (Supply of Motor Vehicles). This will also ensure Local Government and Not for Profit organisations that use the NSW Government Contract purchase safer vehicles for their fleets.  Transport for NSW promotes safer vehicles to the community, through education resources including: <ul style="list-style-type: none"> <li>A new section in The 'Helping Learner Drivers Become Safer Drivers' workshop for parents and supervisors about the safety benefits of young and novice</li> </ul>	TfNSW – CRS RMS – Driver and Vehicle Policy

### Audit Office Comments

7. Agency rejected recommendation.

8. Progress appears satisfactory. The PAC may wish to inquire whether the safety specifications in Contract 653 equate to five star ANCAP ratings for light passenger vehicles and the highest ANCAP rating available for light commercial vehicles.

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				<p>drivers driving a car with a 4 star or 5 star with the safety features of Electronic Stability Control and side curtain airbags.</p> <ul style="list-style-type: none"> <li>• A DVD entitled: 'Yarn Busters: No Gammin' promoting seatbelt wearing and safer vehicle choice by Aboriginal communities was launched in NAIDOC Week. This video is available to support driver licensing programs in TAFE Aboriginal Programs for young people, as well as parent workshops delivered in Aboriginal communities.</li> <li>• A Transport for NSW educational presentation and a range of displays to promote safe vehicles and vehicle safety to over 17,500 senior high students attending the NSW Westmead Trauma Services bstreet smart event in August 2012.</li> <li>• The latest Used Car Safety Ratings brochure released 8 August 2012.</li> </ul> <p>Transport for NSW, is looking at ways to better promote the Used Car Safety Ratings, which provide a comparison of how vehicles used in transport perform in real-world crashes. This is an important matter for young drivers as usually the first car they own after gaining their licence is a used car.</p>	

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY  (Section of agency responsible for implementation)
9 The RTA should consider adding further safe driving elements to the Driver Knowledge, Hazard Perception and Driver Qualification tests to better safeguard against unsafe driving.	Accepted		30 June 2012	Completed  RMS has conducted a preliminary review and confirms the need to add further road safety elements to the Driver Knowledge Test (DKT), Hazard Perception Test (HPT) and Driver Qualification Test (DQT) as well as update the system interface and educational materials supporting them.  Transport for NSW will work with RMS to implement the revised content.	TfNSW – CRS RMS – Driver and Vehicle Policy
10 The RTA should investigate options to further strengthen sanctions for serious and repeat offenders.	Accepted	Further development and delivery of the Repeat Offender Strategy	30 June 2012	Ongoing.  On 1 July 2012, the vehicle sanctions scheme in NSW was expanded to include both high level speeding offences and a new sanction of number plate confiscation.  Additionally, Transport for NSW has commenced work on the development of the Repeat Offender Strategy.	TfNSW – CRS RMS – Driver and Vehicle Policy
11 The RTA should research the feasibility of using psychological testing for novice drivers, particularly in respect of serious and repeat offenders.	Accepted		31 Dec 2012	Completed.  The introduction of psychological testing for novice drivers is not supported. Research investigating the feasibility of using psychological testing for novice drivers conducted by the University of New South Wales Transport and Road Safety (TARS) found that there are no existing psychological test that could be	TfNSW – CRS RMS – Driver and Vehicle Policy

### Audit Office Comments

9. Progress appears satisfactory. The PAC may wish to inquire about when the content of these tests will be changed.

10. Progress appears satisfactory. The PAC may wish to inquire about when the Repeat Offender Strategy is likely to be finalised.

11. Progress appears satisfactory.



RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)
<p>extending speed enforcement activity in regional areas on light passenger and commercial vehicles through use of point to point camera technology and mobile units.</p> <p>(c) Addressing the dangers of alcohol, speeding, fatigue and not wearing a seatbelt through increased education/advertising campaigns in country areas.</p>		<p>Mount Victoria and Lithgow, a section of road with a long history of fatal and injury crashes.</p> <p>➤ Transport for NSW undertakes ongoing assessment of key routes to identify high risk locations that meet the site selection criteria and would benefit from point-to-point speed enforcement.</p>	<p>2012</p> <p>(c) 30 June 2012.</p>	<p>enforcement is prioritised to potential sites based on death and serious injury crashes.</p> <p>The Centre for Road Safety is participating in the NSW Police Road Safety Strategic Coordination Group which aims to develop coordinated responses to existing and emerging road safety issues through the use of both Police and RMS enforcement activities.</p> <p>(c) The 'Clip Every Trip' advertising campaign encouraging seatbelt wearing was specifically run during January 2012 in rural cinemas to target rural youth.</p> <p>Transport for NSW engaged Youthsafe to conduct rural forums for youth and health professionals to address young driver safety issues, adolescent development and planning safe travel. A pilot workshop was delivered in Cessnock in October 2011. Seven workshops have been held in Orange, Tamworth, Moruya, Wagga Wagga, Parkes, Bryon Bay and Albury.</p> <p>Transport for NSW established a partnership with the Office of Communities NSW and provided funding for the Youth Week activities to promote road safety messages to rural youth. Over 40 rural councils promoted</p>	

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				<p>the Transport for NSW 'Slow down' road safety message to 2,297 young people travelling on shuttle buses to youth events at rural centres. The 'Slow down' message featured on the Youth Week website and on the stage backdrop to 2,500 young people participating in the high school 'Youthrock' band competition.</p> <p>'Clip Every Trip' and 'Wake up to the Signs' Aboriginal radio stories were aired on Koori radio to target Aboriginal rural young people and their families travelling on the road network to attend the State Aboriginal Rugby League Knock-out held in October 2012 at Raymond Terrace. Road safety banners reinforcing these road safety messages were also displayed at the football grounds.</p> <p>The Centre for Road Safety, in collaboration with Customer Experience, has developed a new Drink Driving Campaign primarily focused on young males titled 'Drink Driving – What's Your Plan B?' which was launched on 19 August 2012. The campaign aims to educate about making positive choices to arrive home safely after a night out and highlights that driving is not an option. It presents practical options to avoid drink driving, but takes a humorous and positive approach designed to engage the</p>	

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				<p>community in a conversation about making alternative arrangements to get home when they go out drinking.</p> <p>The campaign is shown in regional areas through television, cinema, in-venue media (convenience advertising), online and some buses (Newcastle, Central Coast, Wollongong, Tamworth, Dubbo, Lismore and Bathurst) and taxis (Newcastle, Central Coast, Wagga, Albury, Port Macquarie, Orange and Coffs Harbour).</p> <p>The campaign works in combination with police enforcement by emphasising that mobile Random Breath Testing (RBT) operations can happen anytime, anywhere.</p> <p>Over 60 councils in regional NSW are partners in the NSW Local Government Program and deliver local programs that support Transport for NSW's 'Clip Every Trip' and 'Plan B' campaigns. To reinforce the messages of the Plan B campaign to local rural communities, regional road safety officers received a suite of resources and merchandise (including late night transport wallet cards and posters, breath testing machines posters, Plan B coasters, t-shirts, posters, bottle bags, stickers for cartons of alcohol, in-venue image, etc). These resources were used for</p>	

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				local initiatives with hotels and clubs to support Local Liquor Accords.	

**Report No. 218 - Responding to Domestic and Family Violence– Implementation of Recommendations -**  
**Department of Family and Community Services**  
**Department of Attorney General and Justice**  
**Ministry of Health**  
**NSW Police Force**

**Overview**

I'm encouraged that FACS, DAGJ, Police and Health have provided a consolidated response for responding to domestic and family violence. This problem needs to be addressed as a cross-agency issue.

The agencies are making progress in implementing the audit recommendations, but the 2012 timeframes we proposed have not been met. FACS advises that this was due to the:

“ambitious and extensive nature of the reforms to the DFV service system ... undertaken as a result of recommendations by both the AO and Parliament's Social Issues Committee, which reported in August 2012”.

The main achievements to date have been:

- the December 2012 release of the *Domestic Violence Justice Strategy*<sup>1</sup>
- the establishment of an integrated online directory of services available to respond to domestic and family violence
- amendment of the *Crimes (Domestic and Personal Violence) Act 2007* to facilitate the sharing of personal and health information about victims and perpetrators for the purpose of providing domestic violence support services.

FACS advises that it will release a new *Domestic and Family Violence Framework* for public consultation by the end of June 2013. As the agencies will not finalise their reform agenda until after that consultation occurs, we rate the implementation of some recommendations as 'limited action'.

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<sup>1</sup> Justice Strategy p3

Audit Recommendation Sep 2011	Accepted?	Actions to be taken by Agencies Nov 2011 response	Due date	Status and comment by Agencies May 2011 <sup>3</sup>	Who	AO comments May 2013
We recommend that by June 2012, the Chief Executives of the NSW Police Force, Department of Family and Community Services, NSW Ministry of Health and the Department of Attorney General and Justice:						
<p>1) establish domestic and family violence protocols that:</p> <p>a) clarify what, and how, information can be shared between organisations within the existing law around privacy (page 21)</p> <p>b) implement privacy codes of practice, or promote legislative reform, for the appropriate exchange of information to keep victims safe and perpetrators accountable (page 21).</p>	Accepted	<p>The recommendation to implement privacy codes of practice, or promote legislative reform, for the appropriate exchange of information to keep victims safe and perpetrators accountable will be considered by a working group to be established by the Department of Attorney General and Justice.</p> <p>Examples of existing arrangements include the NSW Health administered Cross Agency Risk Assessment and Management tool for domestic and family violence (CARAM) and the FaCS-led One Place, One Plan initiative, which aims to break down barriers to information-sharing, streamline processes, and make client data available across its service lines. The Domestic Violence Intervention Court Model (DVCIM) is another example of best practice information-sharing, whereby the development of privacy codes of practice has enabled government and non-government agencies in DVCIM sites to share information to keep victims safe and perpetrators accountable.</p> <p>NSW Police notes that consideration could be given to a similar approach to that recently adopted in relation to child protection, where legislative amendments have been made to support the appropriate exchange of information between agencies to provide increased safety and support for victims.</p>	June 2012	<p>The recommendation to clarify and implement privacy codes of practice, or promote legislative reform for the appropriate exchange of information to keep victims safe and perpetrators accountable, is being addressed through the DVJS.</p> <p>Under the Domestic Violence Justice Strategy (DVJS), the NSW Government intends to revise information sharing arrangements to support increased information sharing. This will rely on changes to privacy legislation that will be presented to NSW Parliament during 2013. Once agreed, the privacy arrangements will be supported by an appropriate educational campaign.</p>	DAGJ	<p><b>Substantial but not complete action</b></p> <p>The DVJS focuses exclusively on information exchange in the context of the justice system. The only referrals it mentions are those by Police to Women's DV Court Advocacy Services and Victims Access Lines<sup>2</sup>.</p> <p>In May 2013 Parliament amended the <i>Crimes (Domestic and Personal Violence) Act 2007</i> to facilitate the sharing of personal and health information about victims and perpetrators for the purpose of providing domestic violence support services.</p> <p>The amendment applies to justice and non-justice agencies and NGOs. The details of implementation are to be determined by protocols made by the Attorney-General.</p>

<sup>2</sup> Justice Strategy p13 + 16

<p>2) ensure that local staff from police, prosecutors, child protection, probation, health, housing and appropriate non-government organisations meet regularly. These meetings should use existing forums where available and should:</p> <p>a) identify victims and perpetrators most at risk, share information and agree on a plan of response (page 29)</p> <p>b) monitor whether these plans are keeping victims safe and perpetrators accountable and revise plans as things change (page 29)</p> <p>c) provide feedback to senior management about opportunities to improve coordination between services (page 29).</p>	Accepted	<p>As the audit report acknowledges, regular meetings between local government and non-government staff are already occurring in some areas and it would be important to build upon these existing integrated case coordination mechanisms, such as the Domestic Violence Intervention Court Model, Family Case Management, Staying Home, Leaving Violence Local Advisory Groups and FACS Complex Case Panels.</p> <p>It is noted that, within the range of services funded by the NSW Government, there are different models for improving local level coordination, collaboration and integration of responses to domestic and family violence, and a "one size fits all" approach may not be appropriate, particularly given the range of community sizes and the availability of service providers.</p> <p>Staff participation in interagency meetings has resource implications, particularly in rural areas where travel time can be significant. Building upon existing integrated case coordination mechanisms would help to ensure the most efficient and effective approach is adopted at a local level.</p>	June 2012	<p>The recommendation to ensure that local staff from police, prosecutors, child protection, probation, health, housing and appropriate non-government organisations meet regularly is being comprehensively addressed under the new DFV Framework through the introduction of a common and consistent approach to identifying, assessing and managing the safety risks of victims.</p> <p>In the Government's initial response, it was noted that regular meetings to facilitate case coordination across government and non-government organisations already occur in some areas (for example through the Domestic Violence Intervention Court Model, Staying Home, Leaving Violence Local Advisory Groups etc). These models, their locations and their outcomes along with current local governance arrangements are being considered in forming a revised approach under the draft Framework</p>	FACS & DAGJ	<p><b>Limited action</b></p> <p>Integrated case management continues to occur in some locations under a variety of schemes, which are being reviewed.</p> <p>Health's development of the Cross Agency Risk Assessment and Management (CARAM) tool was prolonged having started in 2006.</p> <p>In 2012 FACS (with DAGJ) took over responsibility for developing an integrated approach through the Risk Assessment and Management Project (RAMP).</p> <p>FACS advises that the June 2013 Domestic and Family Violence Framework will propose a common and consistent approach to identify, assess and manage the safety risks of victims.</p>
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<p>3) ensure that their organisations build on existing resources to develop and maintain an integrated online directory of specialist and mainstream services for victims and perpetrators of domestic and family violence (page 24).</p>	<p>Accepted</p>	<p>The Action Plan review will consider the potential for organisations to build on existing resources to develop and maintain an integrated online directory of specialist and mainstream services available to respond to domestic and family violence. Establishment of such a directory would be dependent upon appropriate resourcing and management, and will need to be subject to a cost benefit analysis.</p>	<p>June 2012</p>	<p>The recommendation to build on existing resources to develop and maintain an integrated online directory of specialist and mainstream services available to respond to domestic and family violence has been addressed in parallel with the development of the new DFV Framework. Mainstream and specialist DFV services have been comprehensively updated and made available on the Human Services Network (HSNet) via Service Link.</p> <p>HSNet is a secure site currently used by both government and non-government staff working in the NSW human and justice service sectors. HSNet enables members to easily locate service information locally and across NSW. Information about service providers includes contact details, description of services, opening hours and costs, and eligibility criteria and target groups.</p> <p>In addition, HSNet report it is working toward a public access point for the community to access a publicly appropriate view of service information and will continue to provide further updates in this regard in 2013</p>	<p>FACS</p>	<p><b>Action complete</b></p> <p>FAS has developed and populated an integrated online directory of specialist and mainstream services available to respond to domestic and family violence. It has done this through the Human Services Network (HSNet).</p> <p><i>The PAC may wish to ask FACS for information on the number of DFV referrals through HSNet.</i></p>
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We recommend that by December 2012, the Chief Executives of the NSW Police Force, Department of Family and Community Services, NSW Ministry of Health and the Department of Attorney General and Justice:

<p>4) report on:</p> <p>a) the impact and the estimated cost of domestic and family violence on their operations (page 14)</p> <p>b) what they are doing, or funding other organisations to do, to respond to domestic and family violence and what this is achieving (page 14).</p>	<p>Accepted</p>	<p>The NSW Government is committed to strengthening its evidence base in assessing its response to domestic and family violence across NSW, and is establishing a Bureau of Women's Statistics and producing an Annual Report on the Status of Women. As one of its discrete topic areas, the first annual report planned to be delivered this year will include information about women's experience of domestic violence, the cost of violence as well as women's perceptions of personal safety and attitudes and beliefs toward domestic violence.</p> <p>The report will also identify a data development agenda to fill information gaps over time. This could include strengthening information on the cost of violence and draw on, for example, previous work undertaken by Access Economics and the National Council to Reduce Violence against Women and Their Children ("the National Council"), the latter of which found that NSW spent approximately \$180 million on addressing domestic violence against women in 2007-08.</p> <p>However, it is noted that, due to current data systems and the fact that the effects of domestic violence are often intangible and difficult to quantify, accurately measuring the time and resources spent by agencies on domestic violence is a difficult task. In this regard, NSW Police notes that for its operations, determining the cost of responding to domestic violence may present challenges in light of the differing pay scales of the officers who attend incidents, the number of officers attending, the duration of the investigation, involvement in court proceedings, and consideration of ancillary roles such as those of prosecutors and Domestic Violence Liaison Officers.</p>	<p>Dec 2012</p>	<p>In its interim response to the Audit Office findings in relation to reporting on the impact and operational costs associated with the response strategies, the NSW Government stated its commitment to strengthening its evidence base. The first Annual Report on the Status of Women was published in July 2012. This included an overview on the impacts of domestic violence on women. This report has been well received and will continue to be published on an annual basis.</p> <p>To further advance the publicly available data and the regular monitoring of current trends and what works, the NSW Government is contributing to the national evidence base through the establishment of the National Centre of Excellence (NCE), a joint commitment with other States and Territories under the National Plan to Reduce violence against women and their children. The NCE will be established in NSW in 2013.</p> <p>Further strategies to address this recommendation are being developed</p>	<p>All</p>	<p><b>Limited action</b></p> <p>FACS began reporting on the impact of DV on women in 2012 and will improve its evidence base by co-funding the National Centre of Excellence.</p> <p>The agencies have not addressed the recommendation to report the estimated cost of domestic and family violence on their operations.</p> <p>We consider it important to do – an appreciation of how much DFV drives justice, health and welfare spending could facilitate a more strategic approach to addressing it.</p>
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<p>5) agree, in consultation with non-government organisations, on how to respond to domestic and family violence. This framework should:</p> <p>a) establish minimum standards for identifying domestic and family violence, assessing and prioritising risk, making referrals and working with victims and perpetrators (pages 19 &amp; 23)</p> <p>b) be based on a comprehensive service gap analysis (pages 24 &amp; 30)</p> <p>c) establish mechanisms to continuously address the barriers to victims reporting violence and the barriers to victims and perpetrators seeking and being provided with help (page 29)</p> <p>d) spell out the responsibilities of each service in respect of domestic and family violence and the referral pathways between services (page 22)</p> <p>e) require organisations to provide cross-sectoral training to staff responding to domestic and family violence services (page 24)</p> <p>f) revise governance structures to ensure that organisations are accountable for working together to deliver domestic and family violence services at the State and local level (page 18)</p> <p>g) ensure joint planning with each other and with non-government organisations (page 30)</p> <p>h) be signed off by the four Chief Executives (page 15).</p>	<p>Accepted</p>	<p>The review of the Action Plan commissioned by Minister Goward is designed to deliver an effective cross-agency and cross-sectoral framework for dealing with domestic and family violence.</p> <p>It is agreed that the development of such a framework needs to be underpinned by a comprehensive service gap analysis to ensure effective planning and delivery. A statewide domestic and family violence service mapping exercise is currently being completed under the auspices of the Domestic and Family Violence Senior Officers' Group (DFVSOG), which will provide critical input to the review of the Action Plan.</p>	<p>Dec 2012</p>	<p>The NSW Government is developing a new DFV Framework to articulate a common approach to responding to domestic and family violence in NSW, as recommended. The new approach is informed by the results of a Service Mapping and Gap Analysis exercise, and is being developed in close consultation and collaboration with the non-government sector and partner agencies. The DVJS outlines the responsibilities of justice agencies and has also been developed in consultation with non-government agencies.</p> <p>The DVJS was released in December 2012. The draft reform Framework will be released for public consultation in mid-2013.</p> <p>The NSW Government acknowledges in providing its final response to the Performance Audit Responding to Domestic and Family Violence, that the timeframes proposed by the Audit Office have not been able to be fully accommodated. This is due to the ambitious and extensive nature of the reforms to the DFV service system being undertaken as a result of recommendations by both the Audit Office and the Legislative Council Standing Committee on Social Issues - Domestic violence trends and issues in NSW report, which was handed down in August 2012.</p> <p>Upon release of the draft DFV Framework for public consultation in mid-2013, FAGS will provide a copy to the Audit Office to supplement this response and provide details of the planned reforms.</p>	<p>All</p>	<p><b>Limited action</b></p> <p>FACS advises that it will release a new DFV Framework released for public consultation in the first half of 2013. In accordance with the audit recommendations, the Framework has been informed by service mapping, gap analysis and collaboration with other agencies and NGOs</p> <p>In respect of (c), the inaugural annual Coroner's Domestic Death Review Report in 2012 missed an opportunity to address the barriers to reporting violence and providing help to victims and perpetrators. It focused on information from justice agencies and did not examine the deceaseds' interaction with other services (such as DV-related presentations at health services and child protection reports). Nor did it examine how services and communities could work together to prevent future tragedies. There is scope for the Coroner to improve the value of future reports.</p>
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<p>6) ensure that organisations comply with the framework (established per recommendation 5), and attend inter-sectoral committees for the reduction of domestic and family violence (pages 23 and 30).</p>	<p>Accepted</p>	<p>Ways to strengthen governance arrangements, to improve reporting and accountability and to reinforce cross-sectoral collaboration on domestic and family violence at a state and local level will be considered as part of the review of the Action Plan.</p>	<p>Dec 2012</p>	<p>The recommendation to ensure organisations comply with the framework and attend inter-sectoral committees is supported by the NSW Government. Ways to strengthen governance arrangements, to improve reporting and accountability and to reinforce cross-sectoral collaboration on domestic and family violence at a state and local level are being incorporated into the development of the DFV Framework</p>	<p>All</p>	<p><b>Limited action</b></p> <p>FACS advises that governance arrangements in the new D&amp;FVF will reinforce collaboration between agencies and with NGOs.</p> <p>Some progress is being made at central level and more need to be done to enable local and regional collaboration.</p>
<p>7) publish their strategies including output or outcome measures that can be used to monitor their impact on domestic and family violence over the following five years (2013 to 2018) (pages 17 &amp; 30).</p>	<p>Accepted</p>	<p>The need for improved measurement and public reporting on the impact of domestic and family violence is agreed. As noted above, under NSW 2021, the Government is committed to implementing initiatives to significantly reduce domestic and sexual violence against women and their children and work is underway on the production of an Annual Report on the status of women, which will include domestic and family violence data</p>	<p>Dec 2012</p>	<p>The need for improved measurement and public reporting on the impact of domestic and family violence is supported. It is proposed that the Minister for Family and Community Services and Minister for Women, as Chair of the DFV Ministerial Group, will report annually to Parliament on the progress of reform implementation and its impact on DFV trends and issues. As described in our response to recommendation 4, the Annual Report on the status of women and supporting factsheets will support the dissemination of this information and reinforce Government and sector accountability.</p> <p>The development of the draft DFV Framework demonstrates a long-term commitment to addressing domestic and family violence in NSW and will facilitate the delivery of critical support mechanisms required to assist people to break cycles of violence.</p>	<p>All</p>	<p><b>Limited action</b></p> <p>FACS advises that a DFV Ministerial Group chaired by the Minister for Women and Family and Community Services which will report annually.</p>

PERFORMANCE AUDIT- Visiting Medical Officers and Staff Specialists

IMPLEMENTATION OF RECOMMENDATIONS – NSW Health

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	OUR COMMENTS
<p>1 NSW Health expedites current improvements in VMoney and related systems to:</p> <ul style="list-style-type: none"> <li>• eliminate manual data entry</li> <li>• improve access by hospital staff to VMO payment management reports</li> </ul>	Accepted	The development of the VMoney web application.	<p>June 2013</p> <p>Commenced April 2013</p>	<p><i>Status: On Track and Ongoing</i></p> <p>The VMoney Web application was successfully piloted during November- December 2012 in Western NSW LHD and Western Sydney LHD.</p> <p>Planning for a progressive state-wide rollout is being developed in conjunction with the Ministry and Local Health Districts, with the view to commence the statewide rollout from 1 July 2013</p>	HealthShare NSW	<p>1. Progress in improving V money and related systems appears satisfactory.</p> <p>The PAC may wish to inquire whether the improved systems will be used as recommended.</p>
<p>2 NSW Health: develops consistent guidelines and procedures for verifying VMO claims for payment</p> <p>ensures that there is more effective scrutiny of VMO payments to ensure that they are being made in accordance with NSW Health Policy Directives</p>	Accepted	One of the benefits of the VMoney improvement should be an enhanced capability to monitor VMO payments and identify the prevalence of non-standard arrangements	June 2013	<p><i>Status: On Track and Ongoing</i></p> <p>This recommendation is being implemented through the VMO Claims Management Optimisation Project.</p> <p>A state-wide Steering Committee including representation from Metropolitan, regional and rural Director of Medical Services and Auditors is in the process of finalising system-wide guidelines for verifying VMO claims in compliance with NSW Health Policy Directives.</p>	HealthShare NSW and Workplace Relations, MoH	<p>2. Progress in respect of guidelines and capability to monitor payments appears satisfactory.</p> <p>The PAC may wish to inquire about progress in ensuring the payments are, in practice, effectively monitored.</p>
<p>3 NSW Health develops the use of benchmarking studies and analysis to assist local health districts to detect inconsistent VMO claims for payment or anomalies in clinical priorities allocated to patients</p>	Accepted	There is scope to review VMO payments data to identify broad trends in their service delivery. In the longer term, the increase in the numbers of medical administrators, recommended in this Report, will assist in implementing this recommendation.	June 2013	<p><i>Status: On Track and Ongoing</i></p> <p>The scope to review VMO payments data to identify broad trends in their service delivery will be implemented through clinical audits as part of the VMO Claims Management Optimisation Project</p>		

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	OUR COMMENTS
				The consolidation of the disparate instances of VMoney into a single state-build has been completed and can now be used to facilitate this exercise.		3. Progress in respect of scope to review payment data to identify trends appears satisfactory. The PAC may wish to seek more information on the planned clinical audits as part of the Claims Optimization Process.
4	Accepted	The VMoney web application will incorporate an Australian Health Professional Registration Agency (AHPRA) medical registration number for each VMO. This number will be the unique identifier for each VMO thereby reducing the risk of overpayments for duplicated services.	June 2013	<i>Status: Completed</i>  This recommendation is a feature already developed as part of the VMoney web application. The VMoney Web application alongside the Stafflink Identity Management system can facilitate the unique VMO identifiers.	HealthShare NSW and Workplace Relations, MoH	4. Completed and satisfactory.
5	Accepted	Staff specialists' training, education and study leave (TESL) entitlements are set out in an industrial determination so cannot be varied without agreement of the Australian Salaried Medical Officers Federation (NSW) ('ASMOF'). The Ministry of Health proposes to discuss with ASMOF issuing agreed guidelines to support a consistent approach to the interpretation of TESL arrangements across NSW Health), which would address one of the matters raised in the Report. In terms of monitoring leave entitlements, <i>StaffLink</i> , the new Human Resources Information System which is being progressively deployed across NSW Health, has been configured to keep a record of TESL leave entitlement balances.	June 2013	<i>Status: On Track and Ongoing</i>  The Ministry is entering into the final stage of discussions with ASMOF about issuing jointly agreed guidelines in order to have a more consistent approach to the interpretation of TESL arrangements across NSW Health. Awaiting response from ASMOF on the final draft sent on 26 March 2013.  HealthShare NSW advised Stafflink has been deployed to the following Health Agencies: <ul style="list-style-type: none"> <li>• Mid North Coast LHD</li> <li>• Northern NSW LHD</li> <li>• Hunter New England LHD</li> <li>• Central Coast LHD</li> <li>• Northern Sydney LHD</li> </ul>	HealthShare NSW and Workplace Relations. MoH	5. Progress appears satisfactory. The PAC may wish to seek an update on negotiations with the ASMOF.

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	OUR COMMENTS	
					<ul style="list-style-type: none"> <li>• South Eastern Sydney LHD</li> <li>• Pathology North</li> <li>• Western NSW LHD</li> <li>• Far West LHD</li> </ul> <p>HealthShare NSW advised that StaffUnk will be deployed to the remaining LHDs in July 2013.</p> <p>Health Agencies are responsible for providing TESL balances when they transition to Stafflink. Where balances have been provided Stafflink is configured to keep a record of TESL leave entitlement balances.</p>		
6	NSW Health provides a more explicit basis for VMO entitlements to treat private patients in public hospitals	Accepted	The Ministry will raise this recommendation with the organisations which represent VMOs, the Australian Medical Association NSW Ltd and the NSW Rural Doctors Association.	June 2013	<p><i>Status: On Track and Ongoing</i></p> <p>Discussions are taking place with the Australian Medical Association about amendments to VMO model contracts to provide a more explicit basis for VMO private patient arrangements.</p>	Workplace Relations MoH	6. The PAC may wish to seek an update on negotiations with VMO representative bodies toward establishing a more explicit basis for VMO entitlements to treat private patients in public hospitals.
7	NSW Health uses the provisions of the taII Specialist award to develop performance agreements for each Staff Specialist to describe their activities in detail.	Accepted	The Staff Specialists (State) Award makes provision at clause 12 for a written annual performance agreement, and attaches the standard format to be used as an annexure to the Award. The Ministry will emphasise to public health organisations the need to specify the work expectations and requirements which apply to staff specialists consistent with the provisions of the Award.	June 2013	<p><i>Status: Ongoing</i></p> <p>The Ministry is surveying LHDs to promote compliance with this Award requirement.</p>	Workplace Relations MoH	7. The PAC may wish to inquire about what action is planned should any LHDs not adequately specify the expectations and requirements of staff specialists

RECOMMENDATION	ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track; delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	OUR COMMENTS	
8	NSW Health builds director of medical Services capacity by encouraging doctors to choose medical administration as a career path, such as by training through the Royal Australasian College of Medical Administrators.	Accepted	The Health Education Training Institute (HETI) has been funded to establish a Clinical Chair in Medical Administration to assist in the coordination and delivery of the training of medical administrators in NSW Health facilities, working in close association with the Royal Australasian College of Medical Administrators. In addition, under the Health Professionals Workforce Plan Specialist Training Program, Western Sydney LHD has been funded for \$100k per annum for 5 years for a medical administrator trainee.	June 2013	<i>Status: On Track and Ongoing</i>  A HETI report 'Developing Specialist Medical Managers in NSW' has been prepared which sets out a blueprint for implementing this recommendation, by way of a structured three year rotational training program which would meet the Royal Australasian College of Medical Administrators fellowship requirements.	Health Education Training Institute (HETI), Workforce Development, MoH	8. Progress appears satisfactory.
9	NSW Health after appropriate consultation with the Australian Medical Association amend the model VMO contracts to impose stricter controls over the submission of VMO claims	Accepted	The Ministry will raise this recommendation with the organisations which represents VMOs, the Australian Medical Association NSW Ltd and the NSW Rural Doctors Association	Not applicable	<i>Status : ongoing</i>  Discussions are taking place with the Australian Medical Association about amendments to the VMO model contracts to implement this recommendation.	Workplace Relations MoH	9. The PAC may wish to seek an update on negotiations with VMO representative bodies toward imposing stricter controls over the submission of VMO claims.

**PERFORMANCE AUDIT- Report No. 220 - *Managing IT Services Contracts* – Implementation of Recommendations**

NSW Police Force

PAC Submission No. 7

RECOMMENDATION		ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	Audit Office comments
5.1	By March 2012, revise its delegation structure and approval process to provide clear separation of financial and administrative approvals (page 26)	ACCEPTED	Revise existing delegations	Mar-12	COMPLETED	Strategic Procurement, Financial Accounting	Response is noted.
5.2	By June 2012, require all new contracts to be supported by a business needs analysis and value for money assessment that takes into consideration market rates (page 24)	ACCEPTED	Processes have been put in place to expressly address the requirement for a business needs analysis and VFM assessment where criteria are met to trigger this.	Jun-12	COMPLETED Comment: This is an ongoing requirement.	Strategic Procurement, Business and Technology Services	<p>Response is noted.</p> <p>Action taken has partially implemented the recommendation.</p> <p>The response indicates that a business needs analysis and VFM assessment will not be done for all new contracts as recommended.</p> <p>Police's response to the report also indicated that it does not intend to apply this action to any contract extensions. However, better practice indicates that before extensions (such as exercising an option to extend) are made, that agencies should assess whether they continue to get value for money under the existing contract terms.</p> <p>The PAC may want Police to clarify:</p> <ul style="list-style-type: none"> <li>• why it will not implement this process for all new contracts and extensions</li> <li>• what processes have been put in place</li> <li>• what criteria must be met before it triggers a business needs analysis and VFM assessment to be completed.</li> </ul>

RECOMMENDATION		ACCEPTED OR REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed) and COMMENT	RESPONSIBILITY (Section of agency responsible for implementation)	Audit Office comments
5.3	By June 2012, require a risk based contract management plan for all services contracts (page 24)	PARTLY ACCEPTED (See NSW Police Force response)	a) List of all affected services contracts greater than one year or \$250K created	Dec-12	COMPLETED Comment: This is now a business as usual activity.	Strategic Procurement, Business and Technology Services	Response is noted. Action taken has partially implemented the recommendation. The recommendation was for all services contracts to have risk based contract management plans. This conforms with the better practice framework. Such plans set out key information about contract obligations and milestones, as well as key provisions. Risk based plans can be very brief for low risk contracts and extensive for high risk complex contracts. The PAC may want to ask NSW Police: - How it arrived at the one year or \$250k threshold value - whether it is confident that there are no high risk contracts shorter than one year or below the \$250k value.
5.4	By December 2012, ensure it has structures in place to effectively manage all services contracts, including purchases through State contracts (Page 26)	PARTLY ACCEPTED (See NSW Police Force response)	a) Recruit key IT Contract staff b) Enter relevant contracts into NSWPF Contract max system. Contract management plan developed.	Dec-12	COMPLETED Comment: This is now a business as usual activity.	Strategic Procurement, Business and Technology Services	Response is noted. Action taken has partially implemented the recommendation. Police's response to the report indicated that it intends to only apply this action to services contracts greater than one year or \$250K. The recommendation was for Police to have in place structures to effectively manage all services contracts, including purchases through state contracts. The PAC may want to ask NSW Police: - How it arrived at the one year or \$250k threshold value - How many and what is the value of its services contracts that are not effectively managed because they fall below these thresholds.