

**EXAMINATION OF THE AUDITOR-GENERAL'S
PERFORMANCE AUDIT REPORTS SEPTEMBER
2013 – JULY 2014**

Organisation: NSW Police Force
Date Received: 17 September 2015



NSW Police Force

OFFICE OF THE COMMISSIONER

Mr Bruce Notley-Smith MP
Chair
Public Accounts Committee
Legislative Assembly
Parliament of NSW
Macquarie Street
SYDNEY NSW 2000

D/2015/391190

Dear Mr Notley-Smith,

I refer to your correspondence, dated 6 August 2015, regarding the *New South Wales Auditor-General's Report - Performance Audit Effectiveness of the new Death and Disability Scheme*.

As requested, please find attached advice outlining progress against the recommendations. I note that all the *Auditor-General's* recommendations are accepted by the NSW Police Force.

In relation to Recommendation 1, actions (b) and (c) are marked as 'delayed' due to delays in the testing phase.

Should you have any questions, please contact Ms Juliet Adriaanse, Acting General Manager, Workforce Relations and Strategy, on 0458 218 682 or email adri1jul@police.nsw.gov.au.

Yours sincerely,


A P Scipione APM
Commissioner of Police

17 SEP 2015



RECOMMENDATION	ACCEPTED/ REJECTED	ACTIONS TO BE TAKEN	DUE DATE	STATUS (completed, on track, delayed)	RESPONSIBILITY (Section of agency responsible for implementation)
1. Integrate the products of the Workforce Improvement Program's (WIP) initiatives into current workforce practices.		a. Well-being checks and health screenings through the "Your Healthcheck" program. Employees referred to their medical practitioner when concerns are identified.	Sept 2014	Completed	HR Command
		b. Development of Incident and Support database to track an officer's attendance at traumatic incidents, additionally capturing the various support services they received post incident including psychological support.	Sept 2014	Delayed	
		c. E-WellCheck - supplements the Wellcheck program. Allows police to assess their own mental wellbeing with a proposed system of referral for professional review where concerns are identified.	Sept 2014	Delayed	
		d. Worksite physical activity programs with our Physical Training Instructor network and the distribution of the 'Functional Movement Screens'.	Sept 2014	Completed	
		e. Identification of Key Performance Indicators (KPI) to measure efficacy and efficiency of HR Workforce Safety services.	Sept 2014	Completed	
		f. Development of education material for 'managing the triggers of workplace conflict'.	Sept 2014	Completed	
		g. Peer Support Database - manages the accreditation process of peer support officers. It additionally captures their attendance in providing assistance to employees.	Sept 2015	Completed	
		h. Vocation guidance service for officers unable to return to pre-injury duties. A number of roles have been identified as suitable within the NSW Police Force (NSWPF) for injured officers to undertake. Skill acquisition program developed to enable injured officers to build requisite capability to undertake identified roles.	July 2015	Completed	
		i. HR Internet improvement - to enable employees and managers to obtain HR information easily.	June 2015	Completed	
		j. Through the Command Performance Accountability System (COMPASS) Commands are required to provide comment and identify planned actions for individual claims in relation to the average cost of claims within the reporting	July 2015	Completed	

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		command.			
		k. Psychological first aid booklet - Booklet developed and distributed to all employees. It details 5 simple ways to improve mental health and wellbeing.	NA	Completed	
		l. Commander Information Pack developed and distributed to assist Commands to manage Workers Compensation reporting and performance.	August 2015	Completed	
2. Revise workforce strategies to maximise, subject to achieving efficient operations, the scope and type of roles accessible to the increasing numbers of injured officers returning to work on rehabilitation.	Accepted	Vocation guidance service for officers unable to return to pre-injury duties. A number of roles have been identified as suitable within the NSWPF for injured officers to undertake. Skill acquisition program developed to enable injured officers to build requisite capability to undertake identified roles.	Nov 2014	Completed	HR Command
3. Improve the quality of performance information and reporting on the management of injured officers across the agency, including increasing the focus on costs.	Accepted	a. Average cost of workers compensation claims loaded into the Command Performance Accountability System (COMPASS).	August 2014	Completed	HR Command
		b. Regular standard reports on various PBRI matters such as open workers compensation claims, number of claims progressing to Death and Disability (D&D)/Income Protection (IP) claims, IP claims progressing to Total and Permanent Disability (TPD) claims, number of reported incidents.	October 2014	Completed	

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4. Explore opportunities, in consultation with insurance providers, to streamline liaison with injured officers and between case managers.	Accepted	c. Project to extract critical data from multiple disparate non centralised information systems and load it onto NSWPF's Enterprise Data Warehouse system.	Feb 2016	On Track	HR Command
		d. Project to electronically capture Health and Wellbeing information (e.g. blood test, cholesterol, weight circumference, psychological assessment results etc) currently held on paper based systems. Once captured, the information can be used in data analytics to help determine appropriate preventative measures to further reduce compensation costs.	Sept 2016	On Track	
		a. Collaboration between NSWPF and the workers compensation and income protection insurer to streamline liaison between injured officers and case managers. This includes Joint Case Conferencing to reduce duplication and provide a streamlined 'whole of person' approach to claims management.	August 2014	Completed	
		b. Educational program for insurer case managers to better understand the NSWPF environment and duty requirements for police officers.	May 2015	Completed	
		c. The Behavioural Insights Unit (BIU) is working on a trial with the workers compensation insurer to help medically discharged police officers back into work. The interventions will build on those that have successful helped injured teachers back into work in NSW and jobseekers in the UK.	January 2016	On-track	
5. Seek to clarify accountabilities for achieving the cost	Accepted	d. Project - Customer Experience Journey - a review of touch points of the claims process.	Ongoing	On - track	NSWPF and Insurers
		Section 199D of the <i>Police Act</i> sets out certain requirements for the Death and Disability Scheme for police officers including that the Treasurer concur with the insurance policy approved by the Minister.	Dec 2014	Completed	DOJ, NSWPF, Department of Premier and

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target and benchmark against other schemes to better guide key strategies and manage risks.		To facilitate this, the <i>Cross Government Death and Disability Steering Committee</i> has been established. This committee is chaired by the Department of Justice to oversight pre and post implementation of Death and Disability arrangements and reports to the Minister for Justice and Police and the Expenditure Review Committee of Cabinet where necessary.			Cabinet, NSW Treasury
6. Set a date to achieve the statutory cost target and develop a strategy to achieve it.	Accepted	<p>The statutory cost target was determined in 2011. Since this time there have been a number of enhancements agreed by Government which have impacted the cost target. It is noted that premiums have been decreasing and Government is currently awaiting a re-rate offer from the income protection insurer.</p> <p>What is a fair and reasonable insurance cost will be based on the Scheme experience. Expert advice is being sought to assess whether the Scheme has sufficient claims history that the Scheme data can be considered wholly or partially credible from a pricing perspective.</p>	Oct 2015	On-track	DOJ/HR/FABS
7. Develop strategies, in consultation with SICorp, to limit legacy costs, such as common law actions.	Accepted	<ul style="list-style-type: none"> i. Development of "model" case management strategies and campaigns for closing cases. ii. Identification of health and wellbeing risk profiles and the groups of employees to target with specific improvement campaigns. iii. Dip sampling investigations to measure quality of investigations, investigative outcomes, profiles of incidents and hazards themselves. iv. New strategies and monitoring to be developed to help former officers to finalise claims in a more durable and timely manner. 	Feb 2015 Ongoing	On track	DOJ/HR/OGC NSWPF and Insurers

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8. Develop strategies, in consultation with FSSTC, to better inform the market about the scheme's performance to encourage competition in the insurance market for the PBRI policies.	Accepted	Project in development to identify key information required to market the insurance requirements.	Dec 2015	On track	DOJ/HR/FABS