

**Submission
No 2**

**EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE
AUDIT REPORTS OCTOBER 2016 – MAY 2017**

Organisation: NSW Police Force

Date Received: 14 November 2017



NSW Police Force

OFFICE OF THE COMMISSIONER

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

Via email: bjarne.nordin@parliament.nsw.gov.au

Our ref: D/2017/914645
Your ref: D17/33557

Dear Mr Notley-Smith,

I refer to your correspondence, dated 19 October 2017, seeking a submission from the NSW Police Force on the Auditor-General's report *Preventing and managing worker injuries 2016*.

As requested, I have enclosed our response in the recommended format. This matter is a priority for our organisation. You will note that a number of items have already been actioned and our work will continue to ensure that the relevant recommendations are addressed.

Should you have any further enquiries relating to this matter, please contact Mr Michael Ingram, Acting General Manager, Injury Management, Workforce Safety Command on (02) 9285 3814 or by email: ingr1mic@police.nsw.gov.au.

Yours sincerely,

M J Fuller APM
Commissioner of Police

14 NOV 2017

**PERFORMANCE AUDIT – Preventing and Managing Worker Injuries
IMPLEMENTATION OF RECOMMENDATIONS**

	Accepted or Rejected	Actions to be taken	Due Date	Status (completed, on-track, delayed) Comment: As at May & August 2017	Responsibility	Status (completed-closed, on-track, delayed) As at October 2017
1	Accepted	<p>a) Introduce a separate executive level reporting on the initiatives and results for the WIP</p> <p>b) Formally evaluate the WIP Initiatives</p> <p>c) Prepare a business case to support the roll out of WIP initiatives more broadly</p>	<p>DEC 2016</p> <p>DEC 2017</p> <p>JUNE 2017</p>	<p>Comment: May 2017 Completed</p> <p>Comment: May 2017 First evaluation panel was completed in March 2017. Comment: August 2017 First evaluation panel was completed in March 2017. Ongoing evaluation continues.</p> <p>Comment: May 2017 This continues in the planning stages, data reporting to support this being collated Comment: August 2017 This WIP Business Case is a work in progress. At this stage given additional funding until 2019 this is</p>	<p>Commander, Workforce Safety Command</p> <p>Program Manager, Workforce Improvement Program</p> <p>Program Manager, Workforce Improvement Program</p>	<p>Closed</p> <p>Comment: October 2017 On-track WIP steering Committee continually evaluates initiatives to determine their effectiveness</p> <p>Comment: October 2017 On-track See August comment. In addition since WIP initiation over 30 separate initiatives have been completed and adopted as business as usual functions</p>

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2	Assist local area commands to embed training on constructive leadership and welfare management skills for managers.	Accepted	a) Complete the Western Region and Central Met Region pilots of Your Health First Training b) Implement Your Health First across the organisation	MARCH 2017 JUNE 2017	acceptable. The timing of the completion of this needed to align with the funding cycle. It will be a point of focus later in 2017 <i>Status: Partially implemented</i> Comment: May 2017 Completed, pilot completed Comment: November 2017 Pilot completed, program successful and being rolled out more widely Comment: May 2017 Roll out continues to be managed in line with available limited resources. Funding options continue to be explored to secure additional resources to fast track implementation across NSWPF Comment: August 2017 Roll out continues to be managed in line with	Commander, Education and Training Commander, Workforce Safety Command	Closed Comment: October 2017 Delayed See August comments

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			<p>c) Review and assess the constructive leadership training opportunities for local area commands</p>	<p>JUNE 2017</p>	<p>available limited resources. Funding options continue to be explored to secure additional resources to fast track implementation across NSWPF. The program is running under pilot conditions in Western and Central Metropolitan Regions with a view to a broader roll it out across the organisation following evaluation. Evaluations have been positive to date. <i>Status: Partially implemented</i></p> <p>Comment: May 2017 Completed.</p>	<p>General Manager, Health and Wellbeing</p>	<p>Closed</p>

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			d) Review and improve the welfare management component's of the existing training programs	JUNE 2018	Required funding applications complete.	General Manager, Injury Management	Funding has been secured across WIP and EML. Vendor proposals received and work continues in appointing a preferred partner.
3	<p>Schedule further information sessions for medical practitioners in new locations, including to:</p> <ul style="list-style-type: none"> • inform medical practitioners on the range of suitable duties that officers can return to safely after injury • promote the 'Expert guidelines for diagnosis and treatment of post-traumatic stress disorder in 	<p>Accepted</p> <p>Accepted</p>	a) Completion of the job dictionary project	DEC 2017	<p>Comment: May 2017 EML is paying for this and it is going out to tender next week but is still pending executive direction on parts of the Capability Framework for sworn positions. Funding allocation if for June 2017 and is expected to be completed within this timeframe.</p> <p>Comment: August 2017 This project is subject to tender but is also still pending executive direction on parts of the Capability Framework for sworn positions</p>	Commander, Workforce Safety Command	<p>Comment: October 2017 Delayed See August comments</p>

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<p>emergency services workers' to ensure best practice diagnosis and treatment</p>		<p>b) Schedule and run 3 medical practitioners information training sessions over next 12 months</p>	<p>DEC 2017</p>	<p>Comment: May 2017 Medical Practitioners Forum has been cancelled in favour of utilising Professor Neil Greenberg - Academic Psychiatrist at King's College London, UK - Consultant Occupational and Forensic Psychiatrist in a different manner. A video is being made to support ongoing education. Comment: August 2017 Medical Practitioners Forum has been replaced with a video which very successfully explored the issues and circulated information. This included Greenberg and AC York. The launch of the video took place on 26 July 2017.</p>	<p>General Manager Employee Compensation and Claims</p>	<p>Comment: October 2017 On track All stakeholders have now viewed the videos', approval from relevant Public Affairs for release will now commence. A meeting with all stakeholders regarding release will occur late October.</p>
		<p>c) Review and include the 'Expert guidelines for diagnosis and treatment of post-traumatic stress</p>	<p>MARCH 2017</p>	<p>Comment: May 2017 Held over until the next forum takes place. 'Expert guidelines for diagnosis and treatment of post-traumatic stress disorder</p>	<p>General Manager, Injury Management</p>	<p>Closed</p>

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			<p>disorder in emergency services workers' in the agenda for the medical practitioner sessions</p>		<p>in emergency services workers' will be on the agenda for the medical practitioner session. However, the resources supporting the management of these forums have recently been impacted. This has the potential to impact the frequency of these forums within the utilisation of business as usual staff.</p> <p>Comment: August 2017 Completed, refer b) above.</p>		
			<p>d) Continue to engage directly with GPs in early case conferencing</p>	<p>JUNE 2017</p>	<p>Comment: May 2017 On track, this practice has been implemented and is extensively utilised.</p> <p>Comment: August 2017 Completed and ongoing.</p>	<p>General Manager, Injury Management</p>	<p>Closed</p>

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4	<p>Improve return to work options for officers with long-term injuries or illnesses by reviewing the operational and non-operational functions of work duties to assist commanders to make maximum use of these duties for injured officers.</p>	Accepted	<p>a) Develop guidelines for carrying appointments under certain circumstances when injured</p>	<p>March 2017 revised to December 2017</p>	<p>Comment: May 2017 OGC and OSSC advice is pending. Likely to result in a one region trial to then review and compare before determining a final policy position. Currently the subject of organisational wide review and consultation, outcome continues to be expected by 31 December 2017. Extension in timeframe the result of pursuing an active trial.</p> <p>Comment: August 2017 An active trial in one region is now approved and will progress with an associated evaluation. However, the Deputy Commissioner Corporate Services has requested that the guidelines and supporting procedures be developed and approved in conjunction with the trial.</p>	<p>Commander, Workforce Safety Command</p>	<p>Comment: October 2017 Delayed As of 3/11/17 draft guidelines awaiting Chain of Command approval to commence trial</p>

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			b) Review the deployment guidelines	March 2017 revised to December 2017	<p>Comment: May 2017 Review completed and policy position was submitted for approval to consult with internal and external stakeholders. This is linked to the Guidelines for carrying appointments as outlined above. Consultation process is expected to take some time given that this policy position is making a significant change to culture and practice. Revised date is December 2017</p> <p>Comment: August 2017 <i>Same comment as at May 2017</i></p>	General Manager, Injury Management	<p>Comment: October 2017 On track Consultation with stakeholders completed and feedback received from PANSW. Final document being prepared with appropriate amendments.</p>

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			c) Continue to drive a cultural shift to focus on functions instead of positions	DEC 2017	Comment: May 2017 Ongoing/part of review above as outlined at (b) Comment: August 2017 <i>Same comment as at May 2017</i>	General Manager, Injury Management	Comment: October 2017 Closed This is part of the new deployment guidelines. Ongoing education.
5	Continue its focus on containing scheme costs by: <ul style="list-style-type: none"> further reviewing strategies to limit numbers and costs of common law claims setting a date to achieve the statutory cost target for the Police Blue Ribbon Insurance Scheme 	Accepted	a) Continue to drive and build evidence base in the defence of common law claims	DEC 2017	Comment: May 2017 Ongoing in relevant cases Comment: August 2017 <i>Same comment as at May 2017</i>	Commander, Workforce Safety Command	Comment: October 2017 On track Ongoing
			b) Review the pilot project for Defence on Common Law Claims for further roll out in appropriate cases	JUNE 2017	Comment: May 2017 In pilot stages at present Comment: August 2017 In pilot stages at present but interim success Status: Partially implemented	General Manager Employee Compensation and Claims	Comment: October 2017 On track Ongoing

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<ul style="list-style-type: none"> continuing to periodically 'test the market' for the Police Blue Ribbon Insurance Scheme to ensure the NSW Police Force is getting a fair and reasonable premium. 	<p>Not a matter for NSW Police Force but Central Government</p>	<p>c) Continued to build strong defences in relation to common law cases</p>	<p>DEC 2017</p>	<p>Comment: May 2017 Ongoing in relevant cases</p>	<p>Director Finance and Business Services</p>	<p>Not yet due</p>	
			<p>d) Implement the critical incident database to track support services and prevent accumulation of exposure</p>	<p>JUNE 2017</p>	<p>Comment: May 2017 On track, implementation rolled out across Field Operations with some Specialist Areas under review to meet complexity of the areas and required structure to accommodate. Comment: August 2017 On track, implementation rolled out across Field Operations with some Specialist Areas under review to meet complexity of the areas and required structure to accommodate. Status: Partially implemented</p>	<p>General Manager, Health and Wellbeing</p>	<p>Comment: October 2017 Closed Traumatic incident database rolled out throughout the organisation.</p>

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			e) Negotiate and agree to a date to achieve the statutory cost target for the Police Blue Ribbon Insurance Scheme	DEC 2017	Comment: May 2017 FABs still negotiating specific details	Director Finance and Business Services	Not yet due

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