

Relevant strategic objectives

People

Fostering a stimulating working environment

Organisation

Leverage our systems and processes to improve our organisational performance

Our people are key to the success of our organisation. We value them and seek to provide rigorous performance planning and management, challenging work, developmental opportunities, flexible work arrangements and a close-knit, collaborative culture. We remain committed to providing a safe and healthy workplace.

Here is an overview of our achievements, challenges and future steps for our office.

Challenges in the year ahead

- We reported seven injuries but no critical incidents under our OH&S policy. Although this is a reduction on the previous year's result of eight injuries, there is still scope for improvement (page 33).
- We recorded two lost time claims as a result of OH&S incidents (page 33).

Next steps

- We will deliver a cohesive and comprehensive learning and development program for our office (page 40).
- We will review our internal communications processes and improve our communication and consultation practices (page 40).
- We will continue to be actively involved in the national and international development of public sector audit, especially through our participation in ACAG and PASAI (page 40).



Achievements

- Our staff continued to demonstrate their resilience while delivering quality outcomes, despite turnover and delays in filling vacancies (page 36).
- Our staff are highly qualified, with 82 per cent having at least a bachelor's degree and 29 per cent having a master's degree (page 30).
- Our Leadership Development Program continues to develop our people into leaders who are strategic thinkers, with adaptable, responsive and resilient mindsets (page 31).
- We continue to support lifelong learning and development through our generous Study Assistance Program (page 31).
- Our staff provided positive feedback about their work/life balance and physical work environment (page 28).
- We developed a series of initiatives to improve our office's internal working culture (page 28).
- We improved our performance development plan process to ensure that management and staff clearly understand performance expectations (page 31).
- We were actively involved in the national and international development of public sector audit through our contributions to the Australasian Council of Auditors-General (ACAG) and the Pacific Association of Supreme Audit Institutions (PASAI) and the hosting of auditors on secondment from Papua New Guinea (pages 37–38).
- Our Staff Consultation Committee played a more prominent role in activities that influenced the culture of our office (page 35).

Our staff are key to our success

Culture Program

The wellbeing of our staff is crucial. We believe in the importance of building and maintaining a positive workplace culture that effectively and decisively deals with the full range of inappropriate behaviours, including bullying and harassment. Following an investigation and release of a Parliamentary report into a bullying and harassment incident within our office in early 2015–16, the former Auditor-General resigned. We undertook a staff survey in December 2015, which had a response rate of 72 per cent. Our staff provided positive feedback about their work/life balance and physical work environment. Many staff members commented on the flexibility in their work arrangements and the capacity to manage ‘work around life’. The results from the survey identified workplace culture as a key issue, and identified five key priority areas in consultation with staff at a number of meetings. These priority areas are the focus of our Culture Program.

<p>Leadership</p>	<p>This encompasses the Leadership Group and other leaders within the office building individual and team capability to deliver the organisation’s vision and the concept of ‘one office’. This includes better communication and knowledge-sharing.</p> <p>In 2015–16, we reviewed our approval processes and delegations, and made recommendations to reduce internal red tape.</p>
<p>Behaviours and values</p>	<p>This includes redefining our approaches to inappropriate behaviour, agreeing and modelling the behaviour we want to see at our Office (and how our values support this), and reviewing how we recognise our staff.</p> <p>In 2015–16, we engaged the Australian Human Resource Institute to train all our staff to recognise and work to eliminate bullying and harassment.</p>
<p>Practice management</p>	<p>This includes a focus on strategic, resource and budget planning, and delivering timely corporate activities.</p> <p>In 2015–16, we rolled out our revised Performance Audit methodology, which included system updates and training.</p>
<p>People management and development</p>	<p>This includes reviewing our learning and development processes, and delivering a cohesive and comprehensive program that fulfils the collective and separate needs of our business units.</p> <p>In 2015–16, we established a Learning and Development working group.</p>
<p>Organisational cohesion</p>	<p>This includes developing behaviours and processes that foster cross-collaboration and reducing a ‘silo’ mentality within the office.</p> <p>In 2015–16, we reviewed our grievance policy and processes, and revised policies to provide greater clarity about methods of informal dispute resolution and interconnections between related policies.</p>

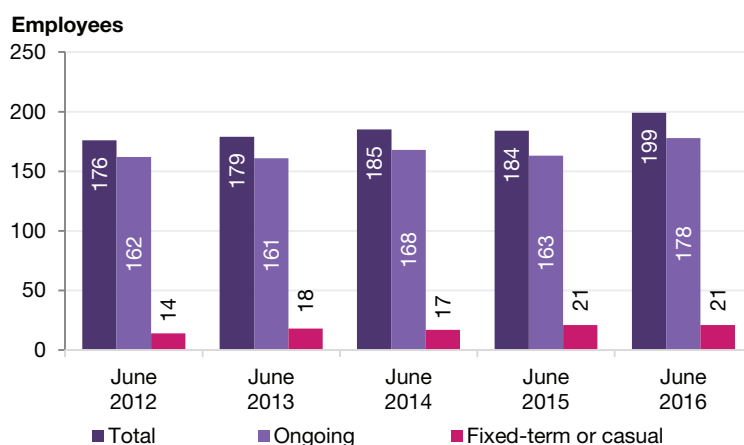
In 2016–17, activities aimed at improving culture will be continued, including:

- establishing and providing management and leadership training and coaching
- consolidating our Learning and Development activities into a comprehensive and cohesive program
- reviewing our internal communications processes, and improving how we communicate and consult.

Staff profile

At 30 June 2016, we had 199 staff, with 178 ongoing staff—about 168 full-time equivalents (FTE) and 21 fixed-term or casual staff. Figure 6 shows how many employees we had at 30 June 2016. Appendix three (see page 144) contains more information about our staff numbers.

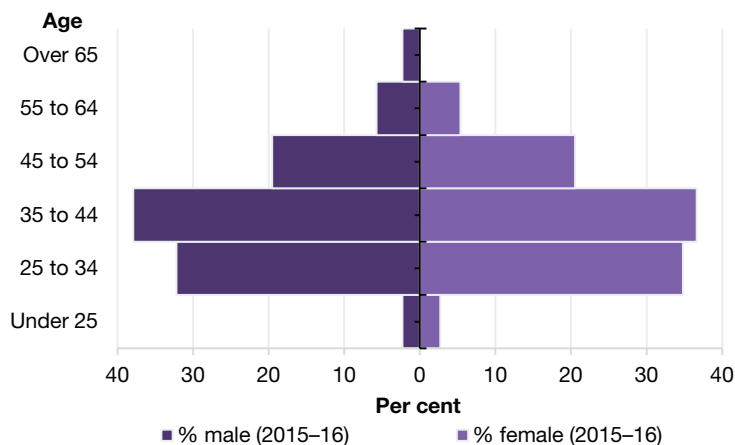
[Figure 6] Headcount at 30 June 2016



Note: Staff on leave without pay or absent on secondment, external contractors/consultants, and temporary staff employed by employment agencies are excluded.

As shown in Figure 7, our office is evenly balanced in relation to the age and gender of staff. Our recruitment strategy is based on merit, and we have a diverse mix of employees who come from a wide range of backgrounds, experiences and cultures.

[Figure 7] Age and gender pyramid, snapshot of staff at 30 June 2016



Staff qualifications, development and training

Our staff are professionally qualified and accredited in a broad range of disciplines. The results of the 2015 Victorian People Matter Survey indicated that 62 per cent of public sector employees had a bachelor’s degree or higher qualification. Eighty-two per cent of our staff have a bachelor’s degree or higher qualification. Figure 8 provides an overview of our staff’s qualifications.

[Figure 8] Our staff’s educational qualifications



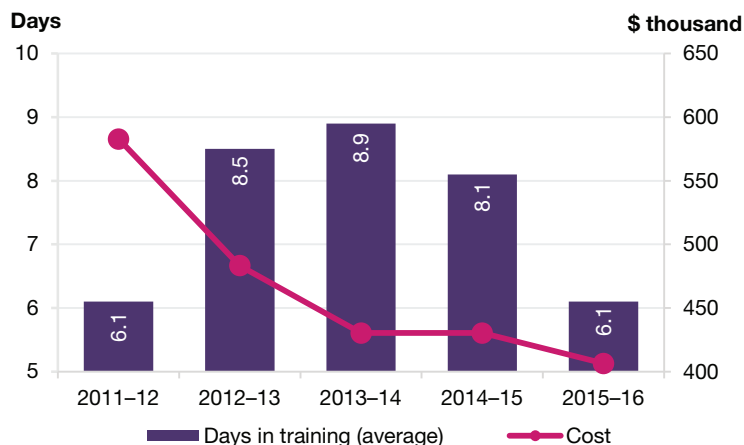
Our financial auditors are required to obtain professional accounting accreditation from CPA Australia, Chartered Accountants Australia and New Zealand (CA), or a similar overseas organisation. In 2015–16, 32 of our staff had CPA accreditation (including two CPA Fellows), 34 had CA accreditation (including one CA Fellow), and one had accreditation from an overseas organisation.

Beyond holding qualifications in accounting and finance, other areas in which our staff hold qualifications include:

- applied sciences
- arts
- biological and environmental sciences
- business administration
- commerce
- economics
- engineering
- human resources
- information systems audit
- law
- public policy and management
- technology.

Our business plan allows for at least five days of training per staff member a year. In 2015–16, our staff spent, on average, 6.1 days in training, compared to 8.1 days in 2014–15 (see Figure 9). As the technical training curriculums for our two largest business units (performance audit and financial audit) were both being reviewed and updated, this decrease was expected.

[Figure 9] Average number of days staff spent in training and cost of training, 2011–12 to 2015–16



In 2015–16, we set up a Learning and Development Working Group as part of our wider objective to deliver a cohesive and comprehensive Learning and Development program for our office, and in response to feedback from our staff survey. The working group is responsible for developing, delivering and maintaining a cohesive and comprehensive learning and development program and associated frameworks.

Performance planning cycle

In the 2015–16 performance review cycle, improvements were made to the performance development plan process to ensure that management and staff clearly understand performance expectations.

To support this change, we revised position descriptions, in consultation with staff, to establish the key responsibilities and Careers@VAGO capability profile for each role. The position descriptions then formed the basis of the objectives and measures aligned to business unit plans that employees set in their performance development plans.

Careers@VAGO Leadership Development Program

The Careers@VAGO Leadership Development Program aims to develop our people into leaders who are strategic thinkers, with adaptable, responsive and resilient mindsets. We expect our leaders to be able to coach, mentor and train staff, and build flexible, collegial teams. Our Leadership Development Program is based on four key leadership dimensions—strategic thinking, execution of goals, proficiency, and integrity—and has been developed with on-the-job learning principles in mind.

In 2015–16, 15 emerging leaders from our office participated in a 360-degree feedback process. This process informed the development of tailored learning and development plans for participants. As our first cohort complete their plans throughout 2016–17, we will review this program as part of our wider objective to deliver a cohesive and comprehensive Learning and Development program for our office.

“ I am currently participating in VAGO’s first Leadership Development Program and I’m finding the experience to be expanding my horizons. While it is still early days, I have undertaken the 360-degree feedback for the first time in my life, and this gave me a clear sense of my strengths and areas for development. I have also attended a fantastic training session on self-confidence for women, which was an eye-opener, and challenged my own beliefs and assumptions. I have many elements to achieve as part of my bespoke Learning and Development plan, and I’m finding that each element is a piece in the puzzle which is enabling me to develop my leadership skills further than I had thought possible.

—Stephanie Briskin, Manager, Policy and Legislation

Professional qualifications

Our office supports lifelong learning and development through our Study Assistance Program, which reimburses study fees and provides study and examination leave.

Study assistance

In 2015–16, 34 staff members accessed study assistance. Of those, 19 utilised both study leave and financial help, and 21 were continuing their CPA or CA studies. Staff members also studied for other qualifications, including a Master of Science (Applied Statistics), Master of Social Policy, Master of Public Policy and Management, Master of Commerce, Master of Business Administration, Graduate Diploma of Government Law, Graduate Diploma of Applied Corporate Governance and Diploma of Business.

“ I have been undertaking a Masters in Commerce (Human Resource Management) at Swinburne University since 2014. My study has provided me with the opportunity to enhance my intellectual capability, and my theoretical and practical knowledge of the Human Resource field. Having completed 11 of 12 subjects that relate to human resource management, organisational behaviour, leadership and change, people development and employee relations, study leave has allowed me to prepare and attend assessments, and will assist me to complete my Masters in October 2016.

—Kitty Gordon, People and Culture Officer

Secondments

Internal

Where appropriate, we encourage our staff to undertake secondments to other business units within the office, to broaden their professional experience and organisational knowledge. In 2015–16, nine staff members undertook internal secondments.

“ In January 2016 I commenced a 12-month secondment to the Standards and Quality team. As part of my secondment, I have gained exposure to a number of opportunities which have included connecting with other audit offices, attending round table discussions arranged by standard setting boards, developing training materials, and providing training on our financial audit methodology to staff and contractors commencing with our office.

This secondment has also provided me with the opportunity to develop relationships with members of other teams that I had not previously worked with and to gain a greater understanding of the roles and functions of the different business units of the office. In addition, I have worked on a range of projects and provided advice in relation to financial auditing, giving me the chance to look at a wide range of auditing issues which has significantly contributed to my own professional development.

—Jessica Cross, Seconded from the Financial Audit team to the Standards and Quality team

External

In 2015–16, four staff members were seconded to external organisations—one each to:

- the Department of Health & Human Services
- the Department of Economic Development, Jobs, Transport & Resources
- the Office of the Commissioner for Privacy & Data Protection
- VicRoads.

We support our staff members taking these opportunities to broaden their professional experience and expand their skillsets, which will be invaluable to the office when they return.

Merit and equity

We reviewed our policies and procedures to better support the organisational commitment we made in 2015–16, to make our workplace free from discrimination, harassment and bullying. This work has tied in closely with our other culture improvement projects, including updates to our:

- Dispute Resolution and Grievance Policy
- Appropriate Behaviour Policy
- Allegations of Misconduct Policy.

We also abide by the Victorian Charter of Human Rights and the Code of Conduct for Victorian Public Sector Employees of Special Bodies.

Occupational health and safety

Our office places an emphasis on individual health. In 2015–16, we continued our efforts to strategically identify and manage hazards to psychological health. We have an OH&S policy and a range of supporting policies, as well as a workplace injury or illness guideline that aims to ensure that all our staff remain safe and healthy at work. In 2015–16, we carried out a WorkSafe review of our OH&S policy.

In October 2015, our office further supported a ‘mental health month’, a month-long program of activities and events aimed at raising awareness, encouraging discussion, and promoting positive mental health among staff in the workplace.

We also partnered with an external risk management consultancy to provide strategic advice and guidance regarding work-related injury and illness, and managing the return to work of staff members on extended leave.

With greater focus on OH&S and recognising its importance within our office, OH&S matters were added as a standing item to business unit meeting agendas.

Currently, we are only able to compare OH&S data for four years because of changes in operations and systems. In 2015–16, seven OH&S incidents were reported (one less than in 2014–15), an incident rate of 3.3 per 100 FTE. In the past three years, the number of reported incidents has remained stable.

In 2015–16, two standard WorkCover claims were lodged, as shown in Figure 10.

[Figure 10] WorkCover claims, 2012–13 to 2015–16

Claims and rate	2012–13	2013–14	2014–15	2015–16
No. of standard claims ^(a)	0 ^(b)	0	3	2
Rate per 100 FTE	0.0	0.0	1.3	1.0

(a) Data from the Victorian WorkCover Authority (VWA). Standardised claims are those that have exceeded the employer excess or are registered as a standard claim and are open, with no payments at the time of extraction.

(b) The 2012–13 data has been revised to report accurate figures in line with VWA data. Previously, we had reported two claims for 2012–13, but these claims were not standardised claims.

In 2015–16, we recorded two lost time claims. As shown in Figure 11, the average cost of claims was \$211 807.

[Figure 11] Lost time and average cost of claims, 2012–13 to 2015–16

Lost time and cost	2012–13	2013–14	2014–15	2015–16
Number of lost time claims ^(a)	0	0	3	2
Average cost of claims	\$0 ^(c)	\$0	\$43 343 ^(c)	\$211 807 ^(b)

(a) All data from VWA. A lost time claim is a standardised claim one with one or more days compensated by the VWA (after employer excess) at the time of the extraction. Previously, VAGO reported the number of actual lost time days. Now we report the number of lost time claims to ensure the privacy of claimants.

(b) Based on claims reported between 1 July 2015 and 30 June 2016. Claims include employer and VWA payments to date plus an estimate of outstanding claims costs (further costs as calculated by the VWA's statistical case estimate model).

(c) This historical data has been replaced with correct costings as supplied by VWA. Previously, VAGO made claims cost calculations using internal payment data, which did not include all claims costs paid.

Occupational Health and Safety Committee

The OH&S Committee is a consultative group made up of trained Health and Safety Representatives, a Human Resources representative, and a Leadership Group representative.

The committee provides a forum at which management and employees can identify, discuss and resolve health and safety issues. The committee also provides guidance and OH&S-related recommendations to our Operations Committee and Leadership Group, to assist in the facilitation of a safe working environment.

During 2015–16, the committee:

- organised workplace inspections of the whole office to identify hazards and agree on solutions going forward
- prepared educative material to reinforce the ‘safe working’ message and ensured that it was provided and accessible to staff members
- promoted mental health month to all staff through an education and awareness campaign
- organised free flu vaccinations for staff
- considered the nature of injuries that took place during the year, including identifying systemic incidents
- reviewed preventative measures and the suitability of OH&S reporting.

Our performance towards meeting OH&S performance indicators is shown in Figure 12.

[Figure 12] Performance against OH&S performance indicators, 2015–16

Performance indicator	Result	Performance
All new and existing staff are offered ergonomic assessments and required products are sourced and purchased.	✓	All staff have been offered an ergonomic assessment within two weeks of starting work at VAGO.
All claims received are lodged with WorkCover within 10 working days. ^(a)	■	One out of three claims was lodged outside this time frame.
All reported incidents and accidents are followed up within 24 hours and closed as soon as practicable.	✓	100 per cent.
Return to work plans are in place, as soon as practicable and regularly monitored until complete.	✓	100 per cent.
Report on the number of claims and costs is provided to the Leadership Group as required.	✓	Reported as required.
Coordinate and chair the OH&S Committee and schedule quarterly meetings.	✓	Four meetings held in 2015–16, meeting the requirements of the <i>Occupational Health and Safety Act 2004</i> .

(a) This performance indicator has been revised from five working days to 10 in line with WorkSafe requirements.

Note: ✓ Target achieved or exceeded. ■ Target not achieved—exceeds 5 per cent variance.

OH&S training

In 2015–16, all Health and Safety Representatives and First Aid Officers were appropriately trained in their respective roles. Our office also has a staff member trained as an Equal Opportunity Contact Officer.

Between February and May 2016, all staff received training in understanding and working to:

- eliminate bullying and harassment
- further educate employees on legislative obligations
- assist in raising awareness of the impact of bullying and harassment on others as part of our culture improvement activities
- help make our workplace safer.

In 2016–17, we will launch a revised OH&S compliance e-learning module for all employees to complete.

Staff Consultation Committee

Members of the Staff Consultation Committee (SCC)—formerly called the Staff Consultation and Development Group—act as a conduit between staff and the Leadership Group.

The committee includes staff representatives from a range of levels throughout the organisation, with at least one representative from each business unit. Ex-officio members include a representative from People and Culture, the Assistant Auditor-General, Standards and Quality, and the Acting Auditor-General/Chief Executive Officer.

The Executive Director, Governance, Legal and Strategy has line of sight on behalf of the Leadership Group over the SCC's activities and initiatives, to enable clear reporting lines and accountability. The SCC also provides periodic updates to the Operations Committee.

Staff can use the SCC to provide anonymous feedback on the work and culture of our office. The SCC meets every two months and schedules special meetings as required. Non-members are also welcome to attend meetings, suggest agenda items, make presentations to the group, and approach SCC members at any time in complete confidence.

The SCC's objectives are to:

- provide a channel of communication between staff and the senior executive and a source of staff consultation for the senior executive on matters directly affecting the culture and business of the office
- contribute to the implementation of the strategic direction and values of VAGO
- develop a healthy working environment by facilitating effective communication throughout the organisation.

In line with its objectives, the SCC consults on and undertakes several projects.

In 2015–16, the SCC:

- facilitated the provision of feedback from staff to the People and Culture group on the development of the Careers@VAGO Leadership Development Program
- provided input to a Reports and Communications review of internal communications, particularly in relation to maximising participation and communicating findings
- provided feedback to the Governance, Legal and Strategy business unit on the usability and messaging of the revised Stakeholder Engagement Framework, focusing particularly on how staff use it and what the key messages should be
- adopted a key role representing staff in the Office Culture Program, including raising matters on behalf of staff at focus groups, and briefing the Leadership Group on issues raised during this process
- assisted the People and Culture group to establish a team to lead the office's culture work
- continued to relay staff members' feedback to the Leadership Group and senior managers.

In 2015–16, the SCC sought to play a more prominent role in activities that influenced the culture of our office. This is reflected in the projects it has undertaken.

Recruitment and retention

In 2015–16, our staff continued to demonstrate their resilience while delivering quality outcomes, despite being impacted by delays in the filling of vacancies that affected the adequate resourcing of some projects. Consequently, we commenced a full review into our recruitment policies and practices to clarify and streamline our approach to reducing the time it takes to fill vacancies. This work will conclude in early 2016–17, and the results will feed into our strategic recruitment model.

Our strategic recruitment model is aimed at attracting and retaining candidates for difficult-to-fill roles, particularly those requiring specific expertise within our Performance Audit business unit.

In addition, potential candidates can register their interest for roles within our office, including graduate and internship positions, on our website, at any time.

“ In 2015–16, I undertook a 200-hour internship with the Performance Audit business unit at VAGO as part of a placement requirement for an Executive Internship subject for my tertiary studies. At the time, I was completing a Masters in Public Policy and Management at the University of Melbourne, and worked on the planning phase of the Regulating Gambling and Liquor audit.

On completion of my placement with VAGO, an Associate opportunity was available and I was recruited into this role within the Performance Audit business unit. VAGO continues to support me in my new role through on-the-job training and other development activities.

—Zoe Parer-Cook, Intern

Staying in touch

We also have a number of ways to stay in touch with employees on extended leave—such as leave without pay or maternity, partner or long service leave. These ways include sending them our monthly internal newsletter, Voice of VAGO, any ‘All Staff’ communications, and all pertinent team-related information such as recruitment activity and significant business unit updates.

Staff departures, turnover and exemptions

As shown in Figure 13, our staff turnover was 15.4 per cent in 2015–16. This is a decrease from 17.4 per cent in 2014–15, which suggests a stabilisation of our workforce after a significant period of uncertainty. The turnover figure is slightly lower than the Australian average of 16 per cent.¹ When comparing the last five years of departures and turnover data, it is clear that the exceptionally low turnover we experienced in 2012–13 was unique.

[Figure 13] Staff departures and turnover

Year	Number of employees		Full-time equivalent (FTE)		Voluntary turnover rate (per cent)
	Ongoing	Fixed-term and casuals	Ongoing	Fixed-term	
2011–12	21	12	19.7	11.8	11.9
2012–13	7	3	6.3	2.7	5.4
2013–14	17	6	16.9	6.0	12.4
2014–15	26	6	25.2	6.0	17.4
2015–16	22	5	21.8	5.0	15.4

In December 2015, one manager role and one senior manager role did not have to be advertised. Both roles had been submitted to competitive processes as fixed-term contracts, and these contracts were subsequently converted into ongoing roles.

¹ AHRI Pulse Survey: Turnover and Retention October 2015.

Contributing to capacity-building

We contribute to capacity building in the audit sector through engagement with other Australian and international audit offices.

The Australasian Council of Auditors-General



In 2015–16, our office continued to be actively involved in the national and international development of public sector audit, through our participation in the Australasian Council of Auditors-General (ACAG).

Involvement in ACAG brings significant benefits, allowing us to:

- learn from good practice and innovations in other public sector audit offices
- contribute to the development of national and international regulatory and professional standards frameworks
- receive independent expert external assessments of our work.

Highlights of our 2015–16 work with ACAG included:

- continuing as the secretariat of the ACAG Financial Reporting and Auditing Subcommittee, which provides Auditors-General and ACAG with strategic and technical advice on developments in financial auditing, accounting and reporting, and involves leading and coordinating technical submissions on behalf of ACAG, and managing relationships with accounting professional bodies, standard setters and regulators
- sharing good practice through three ACAG meetings and eight meetings of ACAG specialist sub-groups in financial reporting and auditing, performance audit, and quality assurance
- participating in ACAG's quality assurance program of external assessments of reports
- leading development of a nationally coordinated approach to audits of key programs governed by intergovernmental agreements
- participating in shared training for performance auditors
- comparing organisational performance using the ACAG Macro Benchmarking Survey
- sharing a comparative analysis of Australian public sector audit legislation and identifying opportunities for Victoria to update the *Audit Act 1994* by drawing on good practice in other jurisdictions.

2015–16 Members of Australasian Council of Auditors-General, from left: Andrew Richardson (South Australia), Julie Crisp (Northern Territory), Rod Whitehead (Tasmania), Peter Frost (VAGO), Lyn Provost (New Zealand), Maxine Cooper (ACT), Colin Murphy (Western Australia), Margaret Crawford (New South Wales), Grant Hehir (Australian National Audit Office), Rachael Portelli (Secretary), Andrew Greaves (Queensland).

International engagement

We share insights, systems and practices with international stakeholders to help them grow capacity and knowledge throughout our profession. We do this through direct engagement with auditors and audit offices from other countries, as well as participation in the Pacific Association of Supreme Audit Institutions (PASAI).

Hosted delegations and secondments

In 2015–16, we met representatives of audit offices from Uganda, Japan, Vanuatu and South Korea. We also hosted two auditors on secondment from Papua New Guinea, as part of a program coordinated by the Australian National Audit Office and supported by the Department of Foreign Affairs & Trade. Further information about international delegations is available on our website.

Pacific Association of Supreme Audit Institutions

PASAI is our regional chapter of the International Organisation of Supreme Audit Institutions (INTOSAI). We support PASAI's work on building the capacity of public sector audit offices in the Pacific region.



Delegates attending the PASAI/ACAG Regional Working Group on Environmental Auditing in Melbourne, May 2016.

In May 2016, we hosted the PASAI/ACAG Regional Working Group on Environmental Auditing. Delegates from Australia, Indonesia and the Pacific region shared their emerging practice and recent findings from environmental audit, and considered ways to improve the impact of audits.

At the annual PASAI Congress in Port Vila, Vanuatu, on 13–16 October 2015, our Executive Director, Governance, Legal and Strategy, Dr Marco Bini, presented the keynote address, speaking about how we apply INTOSAI Independence Principles. PASAI has since used our work to produce a toolkit for Pacific Auditors-General, to assess their independence and promote changes to their legislation.

Twining with audit offices in the Pacific region

Our office participates in a 'twining' program, designed to provide focused assistance and support, using a framework agreed between ACAG and PASAI. We are twinned with Tuvalu, reflecting the similar relationship between Tuvalu's Parliament and the Parliament of Victoria. In 2015–16, at the request of Tuvalu, we:

- shared technical training materials
- reviewed the Tuvalu Auditor-General's legislation against INTOSAI standards to advise on potential improvements
- supported Tuvalu Audit Office's participation in PASAI's cooperative performance audit, by attending PASAI workshops and offering support to the auditors between PASAI workshops
- assisted the Tuvalu Audit Office to review material relevant to rewriting Tuvalu's audit and public finance legislation.

Contributing to staff engagement and the wider community

Our office supports staff engagement and contributes to broader community development through the activities of the Social Club, and through our staff's volunteering efforts.

Our Social Club makes a difference

Our Social Club arranges many events and charity drives throughout the year to promote engagement and teamwork and support staff morale. Social Club events are often held after business hours to allow staff who do not regularly interact the opportunity to get to know each other.

The Social Club supports about 12 charities a year. In 2015–16, our staff participated in and hosted a number of fundraising events for charities (see Figure 14).

[Figure 14] Charities supported by VAGO's Social Club in 2015–16

Charity	Amount raised (\$)
Tree Project	441.50
Cancer Council	354.35
East Timor Hearts Fund	288.70
Leukaemia Foundation	313.85
Shorter Brothers' fight against Duchenne	463.40
Street Action & Bicycles for Humanity	469.95
Sacred Heart Mission	233.91
Movember	407.81
beyondblue	623.46
Beagle Rescue Victoria	613.61
Autism Spectrum Australia	571.86
Save the Bilby Foundation	309.80
Total	5 092.20

Our donations are appreciated...

“ We are grateful for your gift donated on behalf of Max, William and Hudson Shorter.
—Shorter Brothers' fight against Duchenne

“ Thank you so, so much...that's amazing and so generous! It will go straight towards our vet bills and be a big help.
—Beagle Rescue Victoria

Volunteering

In 2015–16, our staff carried out a diverse range of volunteering activities, including taking part in sporting groups, providing community legal advice and donating blood.

“ I volunteer for Bush Search & Rescue Victoria, a division of Bushwalking Victoria Incorporated that assists the Victoria Police Search & Rescue Squad with self-sufficient search groups for overnight searching on foot in rough terrain and in any weather conditions. I often volunteer with searches for lost people in bushland areas and the snow fields.

Recently, I was involved in the search of a missing person in Victoria’s bushland, and have attended training in alpine environments, including the steep snow and ice technical training.

Volunteering provides me with the opportunity to use my skills and experience to provide an additional benefit to the community. By participating in search call outs and weekend training, I have also been able to further develop my teamwork, communication and initiative skills, whilst supporting the balance between my work and personal life.

—Rowan Jennion, Assistant Manager, Financial Audit

Looking forward

In 2016–17, we will continue to undertake activities that foster world-class auditing, effective management and leadership, robust performance management, planned ongoing professional development, a safe and healthy workplace and a close-knit, collaborative culture. These activities include:

- continuing to deliver culture improvement activities, such as our internal communications review, and review of organisational values
- greater investment in developing technical skills, and effective management and leadership capabilities
- establishing comprehensive capability and Learning and Development frameworks to support ongoing professional development
- developing relationships with other audit offices and integrity bodies to deliver more efficient training and mentoring
- rigorous resource and workforce planning
- reviewing our reward, recognition and wellbeing programs with the aim of making them more proactive, agile and responsive.

Our Social Club will explore means for increasing staff engagement, by making it easier for staff who work part-time or are only in the office during specific periods of the day to attend events. It will also cooperate more closely with other VAGO committees and groups in volunteering, and improving environmental performance and health.

Externally, we will continue to be actively involved in the national and international development of public sector audit, especially through our participation in ACAG and PASAI.