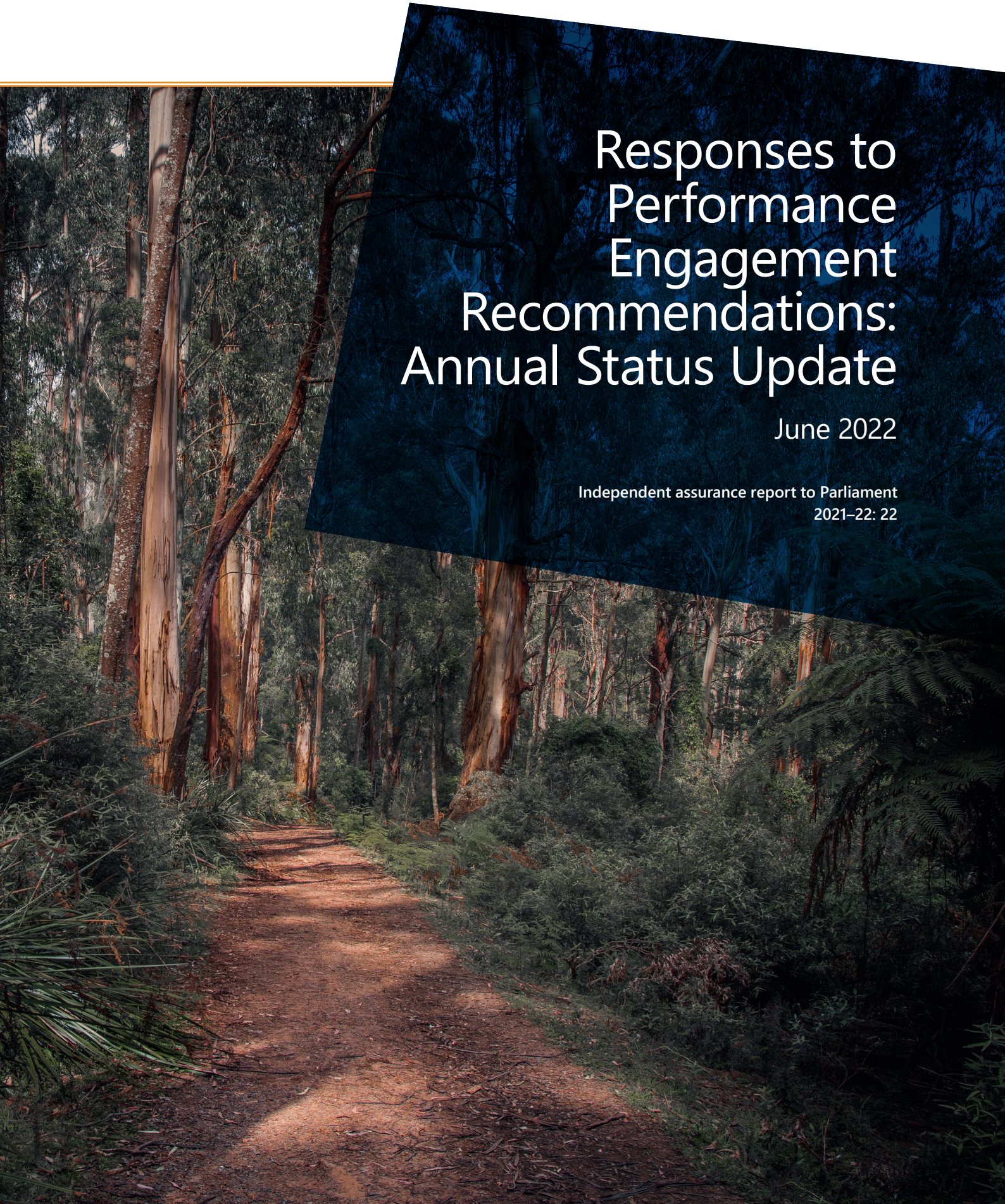
VAGO
Victorian Auditor-General's Office



Responses to Performance Engagement Recommendations: Annual Status Update

June 2022

Independent assurance report to Parliament
2021–22: 22

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Victorian Auditor-General's Office

Responses to Performance Engagement Recommendations: Annual Status Update

Independent limited assurance report to Parliament

Ordered to be published

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June 2022

PP no 317, Session 2018–22

VAGO
Victorian Auditor-General's Office

The Hon Nazih Elasmar MLC
President
Legislative Council
Parliament House
Melbourne

The Hon Colin Brooks MP
Speaker
Legislative Assembly
Parliament House
Melbourne

Dear Presiding Officers

Under the provisions of the *Audit Act 1994*, I transmit my report *Responses to Performance Engagement Recommendations: Annual Status Update*.

Yours faithfully

Andrew Greaves
Auditor-General
29 June 2022

The Victorian Auditor-General's Office acknowledges the Wurundjeri Woi Wurrung People as the traditional custodians of the land on which our office is located. We pay our respects to their Elders past and present.

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Review snapshot

Are public sector agencies implementing our performance engagement recommendations in a timely way?

Why we did this review

Our performance engagements often identify opportunities for agencies to improve how they work. Our recommendations help to address root causes of poor performance.

There is no legislative requirement for agencies to accept, complete or publicly report on our recommendations.

This annual review provides transparency and accountability to the Victorian public and Parliamentarians on agencies' responses to our engagements.

What we examined

In this report we focus on all 1,316 recommendations we made between July 2018 and December 2021, of which 1,296 were accepted.

We surveyed audited agencies on 743 unresolved recommendations from that period.

We also surveyed 71 unresolved recommendations from before July 2018. We did not include these ageing recommendations in the July 2018 to December 2021 dataset, which is the focus of this report.

What we concluded

Most agencies reported that they accept and are acting on our recommendations.

As of 31 March 2022, for the July 2018 to December 2021 dataset, agencies we examined had:

- completed 853 (66 per cent) of recommendations they accepted
- taken 11 months (median) to complete them.

However, 132 of 442 unresolved recommendations (30 per cent) are more than 3 years old.

Agencies should pay close attention to resolving these recommendations to mitigate the risks we found in their respective engagements.

Key facts

This review

In our 2021–22 review, we examined performance engagement recommendations from reports tabled between July 2018 and December 2021

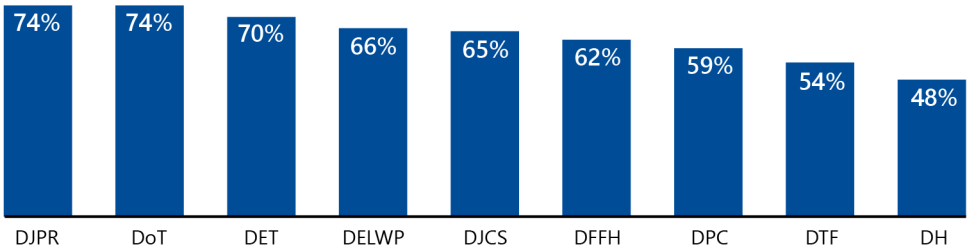
98%
of recommendations accepted

66%
of recommendations completed

73%
of recommendations have revised target dates

11 months
median time to complete recommendations

Department completion rate



Source: VAGO.

1. What we found

We consulted with the audited agencies and considered their views when reaching our conclusions. The agencies' responses are in Appendix A.

Are agencies accepting our recommendations?

Acceptance rate

Before tabling a report, we ask audited agencies if they accept our recommendations. We ask agencies again as part of this annual review. Of the 1,316 recommendations we made in our reports tabled from July 2018 to December 2021, agencies initially accepted 96 per cent (1,264). That rate has increased to 98 per cent (1,296) at the time of this review.

This change can occur because agencies may see our recommendations as worthwhile implementing when given time to evaluate their activities.

FIGURE 1A: **Number of recommendations accepted at time of tabling and time of review**

Note: The Department of Health (DH) is reviewing its recommendation reporting process. As a result, we did not survey the acceptance or implementation progress for 6 DH recommendations from 2020–21 and 10 from 2021–22. We carried over the existing status of its unresolved recommendations.

Source: VAGO.

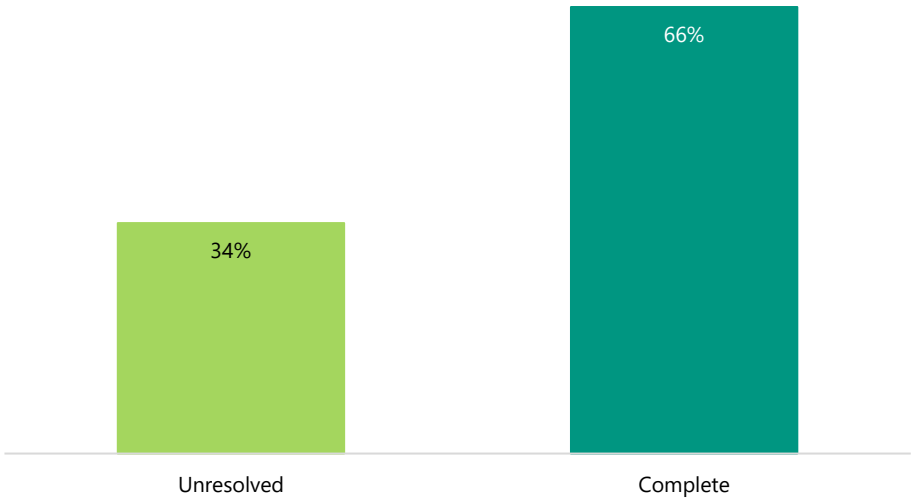
Status of accepted recommendations

Status at 31 March 2022

Agencies attested they had completed (or fully implemented) 66 per cent (853) of the 1,296 accepted recommendations, as shown in Figure 1B.

We categorise an unresolved recommendation as either 'in progress' or 'not started' in our review.

FIGURE 1B: **Number of accepted recommendations in this review by status**



Source: VAGO.

We show the breakdown of recommendation status by year in Figure 1C.

FIGURE 1C: **Status of accepted recommendations by year**

	2021–22	2020–21	2019–20	2018–19
Complete (%)	50 (45)	137 (41)	213 (82)	453 (77)
In progress	47	187	48	132
Not started	4	8	-	-

Note: We excluded 16 DH recommendations from 2020–21 to 2021–22 from this breakdown table because it did not provide recommendation statuses for its unresolved recommendations.

Source: VAGO.

Recommendations from 2015–16 to 2017–18

We show the breakdown of recommendation status from earlier years (2015–16 to 2017–18) in Figure 1D.

FIGURE 1D: **Status of accepted recommendations from earlier years**

	2017–18	2016–17	2015–16
Complete	15	14	4
In progress	28	9	1

Note: These numbers do not reflect a full dataset of recommendations from these years as we only follow up on unresolved recommendations.

Source: VAGO.

Unresolved recommendations

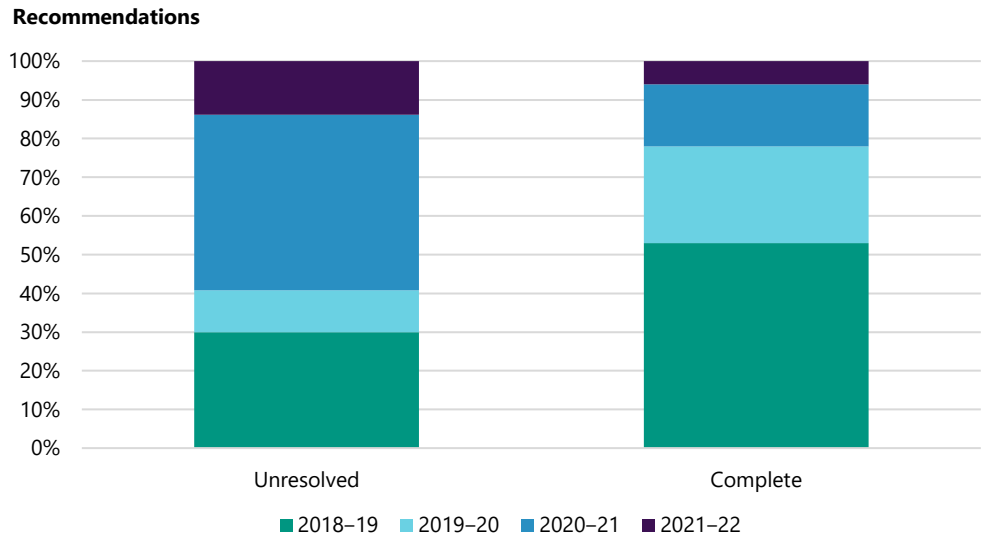
Breakdown by status and year

As expected, most complete recommendations are 3 to 4 years old because agencies have had more time to implement them.

Figure 1E shows that the largest proportion of unresolved recommendations (45 per cent) are one to 2 years old and the second largest proportion of unresolved recommendations are 3 to 4 years old.

Based on target dates provided by agencies in this review, we expect to see marked progress for completing these recommendations in next year's review.

FIGURE 1E: **Unresolved and complete recommendations by year**



Source: VAGO.

Ageing (4+ years) recommendations

Of the 71 unresolved recommendations we made before July 2018, 38 remain unresolved following this review. These relate to 14 agencies across 15 engagements.

These recommendations make up 8 per cent of the total unresolved recommendations.

We urge the relevant agencies to resolve these recommendations at once so the risks we found in the engagements are addressed and necessary improvements are made.

How agencies are performing

What we reviewed

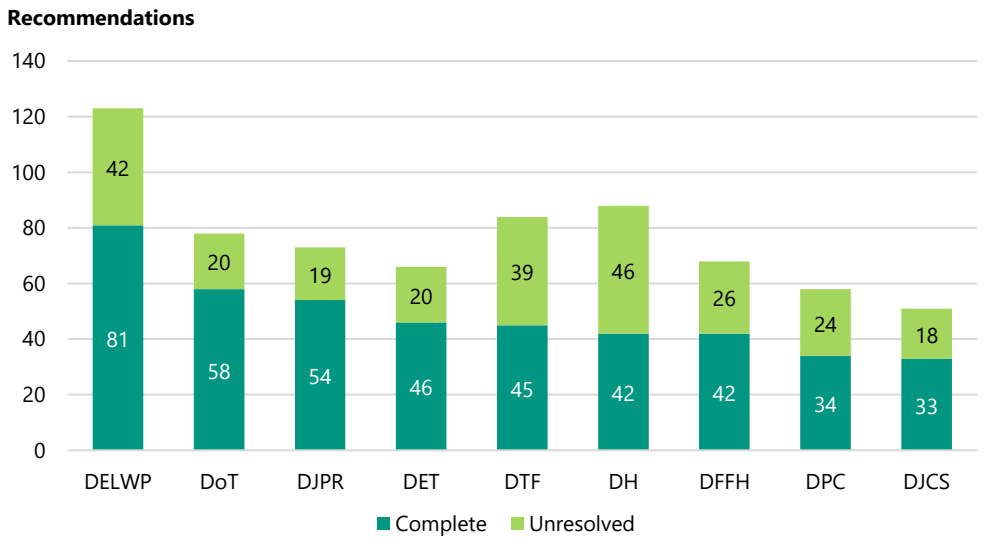
We compared the completion rate of 2 distinct agency types: government departments and other government entities.

Government departments

Between July 2018 and December 2021, the 9 government departments each received more recommendations than other government entities. This is largely because we include them in more of our engagements.

Departments completed 435 of their 689 accepted recommendations (63 per cent).

FIGURE 1F: **Status of accepted recommendations by department (July 2018 to December 2021)**



Note: This graph includes DH's 16 unresolved recommendations with its previous responses carried over.
Source: VAGO.

Government departments: completion rates

Figure 1F shows that DoT had the highest completion rate. It reported that it completed 58 of its 78 recommendations (74 per cent).

In addition, we found that DJCS had a below-average completion rate. It reported that it completed 33 of its 51 recommendations (65 per cent). However, 8 of its 18 unresolved recommendations (44 per cent) are 3 to 4 years old.

Other government entities

Of the 84 other government entities included in this review, which includes authorities, government bodies and councils, 11 reported completing all their recommendations. These entities had 4 or fewer recommendations.

We would also like to highlight Western Health, which completed 16 of its 17 recommendations (94 per cent), and Frankston City Council and Moreland City Council, which both completed 10 of their 11 recommendations (91 per cent).

For a table of agencies' implementation statuses for this review, refer to Appendix F.

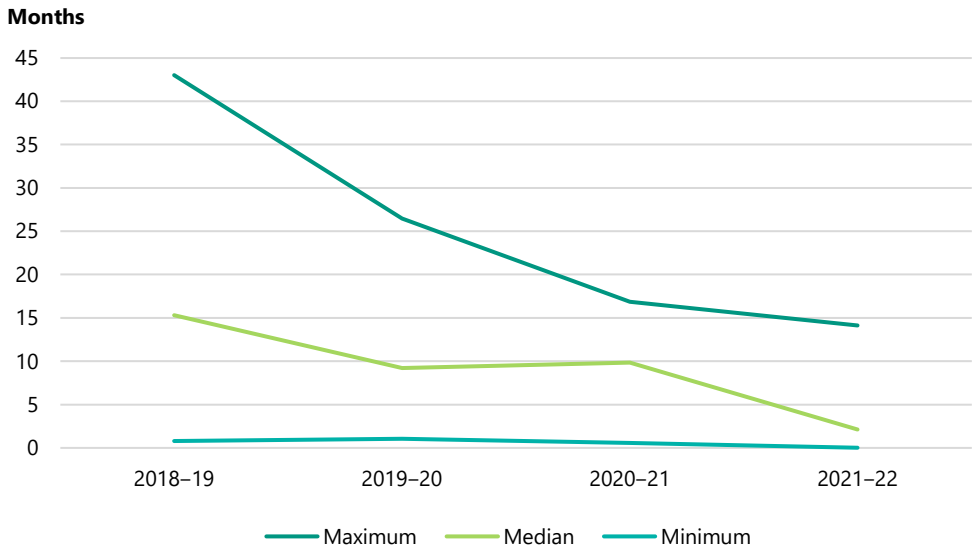
How long agencies are taking to complete recommendations

Median completion time (11 months)

For all agencies across the examined period, it is taking up to 43 months (5.2 years) to fully implement all recommendations, with a median of 11 months.

We see a positive trend in overall timeliness because the range of months to complete a recommendation continues to decrease.

FIGURE 1G: **Range of months taken to complete recommendations by financial year (2018–19 to 2021–22)**



Source: VAGO.

Achieving completion target dates

The complexity and overall number of individual recommendations may influence the time it takes an agency to complete one. There are also significant differences in agencies' sizes and resources.

When we table a report, we ask agencies to set target dates for how long they expect implementing our recommendations would take from the date of tabling. We asked agencies again in this review, noting several agencies revised their target dates.

For recommendations accepted at time of tabling:

Agencies set a target date for ...	And revised ...	They kept the original target date for ...
1,039 (80 per cent) of the 1,264 recommendations they initially accepted	756 (73 per cent) of the 1,039 recommendation target dates.	283 (27 per cent) of the 1,039 recommendations.

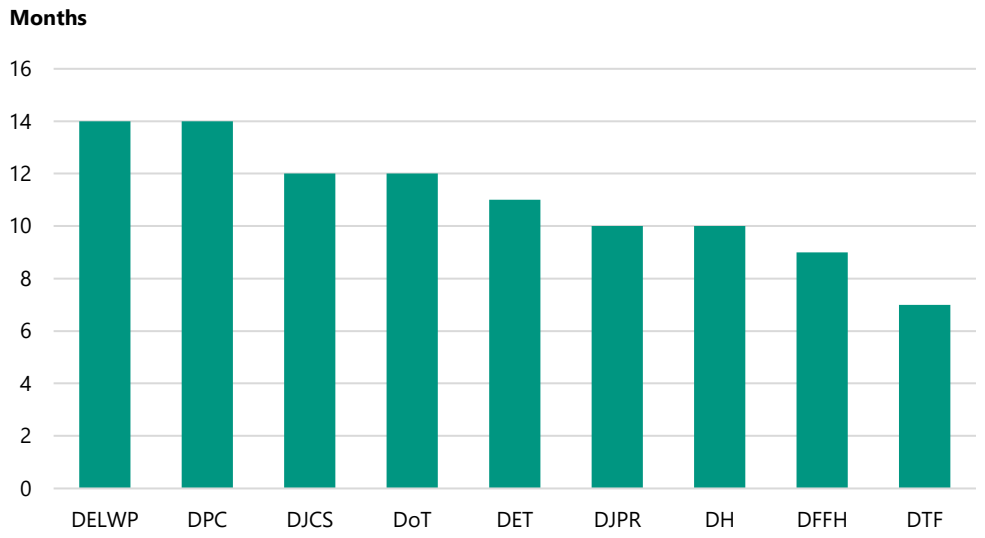
Note: We have discontinued 5 recommendations based on agency feedback that they were no longer applicable or accepted.

Currently, 9 agencies' target dates have passed for 23 recommendations by a median of 5 months.

Completion times by department

Looking across all 9 government departments, the median number of months taken to complete a recommendation is 10.

FIGURE 1H: **Median number of months to complete a recommendation by department**



Source: VAGO.

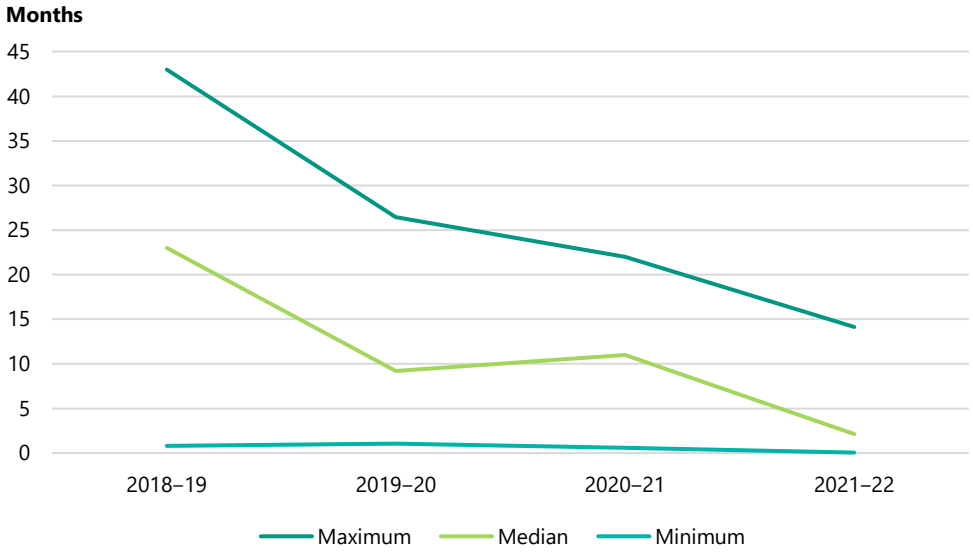
Specifically, we found:

- DELWP and DPC had the equal-longest median completion time among departments, taking a median of 14 months to complete a recommendation
- DELWP completed 82 recommendations with a range of one to 40 months, while DPC completed 34 recommendations with a range of one to 30 months
- all remaining departments had a median completion time of 12 months or less
- DTF had the shortest median completion time. It completed 45 recommendations and took a median of 7 months to complete a recommendation with a range of one to 42 months.

Performance over time for departments

Looking at how long departments took to complete recommendations from reports we tabled between 2018–19 and 2021–22, we see that timeliness is progressively improving. Figure 1I shows the decrease in overall median time to complete a recommendation in months.

FIGURE 1I: **Range of timeliness of departments by year**



Source: VAGO.

Department performance over time for earlier years (2015–16 to 2017–18) shows a comparatively wide timeliness range of 7 days to 58 months.

See Appendix E for a breakdown of between-year trends for departmental completion times.

Longest completion times

When we look at the number of months to complete individual recommendations, in some cases an agency has taken over 3 years.

FIGURE 1J: **Engagements with recommendations that have taken the longest time to complete in this review**

Engagement name	Agency	Recommendation number*	Months to complete
Local Government Insurance Risks	DJPR	2	43
	City of Stonnington	6	43
Managing the Environmental Impacts of Domestic Wastewater	Yarra Valley Water	16	42
Delivering Local Government Services	Wyndham City Council	1	42
State Purchase Contracts	DTF	5	42

Note: *This is the reference number we assigned to the recommendation in the tabled report.

Source: VAGO.

In addition, we still have 38 recommendations unresolved from 2015–16 to 2017–18 belonging to 14 agencies, including 8 departments. These recommendations are now over 4 years old. Based on the current target dates agencies specified in this review, we expect them to complete 82 per cent of these recommendations by our next review.

2. How we conducted this review

The Auditor-General provides independent assurance to the Parliament of Victoria and the Victorian community on the performance of the state and local government public sectors. As part of this limited assurance review, we ask agencies to update us on their implementation of our performance engagement recommendations each year. This provides transparency on government activities where no legislative requirement exists.

Scope of our review

Introduction

We performed a limited assurance review under Section 20 of the *Audit Act 1994*. We asked agencies to attest to how they had progressed in responding to our performance engagement recommendations.

Our performance engagements assess whether agencies have effective programs and services and whether they are using their resources economically and efficiently. We also identify activities that work well and reflect better practice.

Our engagement reports give recommendations for audited agencies to improve key aspects of their operations. We ask agencies to respond to our recommendations by stating if they accept them, what action they will take and how long they anticipate it will take them to complete them. We include their responses in the final report tabled in Parliament.

We track agencies' progress in addressing our recommendations through this annual follow-up survey. Since 2019–20, we have publicly reported on each agency's progress in responding to our recommendations.

What we looked at

We examined all recommendations from performance engagement reports tabled between July 2018 and December 2021. We conducted a survey of audited agencies with unresolved recommendations from this period and asked if they accept our recommendations, and how they are addressing accepted recommendations.

As part of the process, agencies attested that their survey responses were accurate and complete as of 31 March 2022. We include survey responses in Appendix F.

FIGURE 2A: **Engagements and recommendations included in this review**

	Year of engagement (newest to oldest)				
	2021–22	2020–21	2019–20	2018–19	Total
Engagements	5	20	15	26	**66**
Agencies*	-	-	-	-	**93**
Recommendations					
Complete	50	137	213	453	**853**
Unresolved	61	201	48	132	**442**
Discontinued	1	8	8	4	**21**

Note: *Data not shown by year because agencies can be included in multiple engagements in multiple years.
Source: VAGO.

We also surveyed audited agencies with unresolved recommendations from earlier years (2015–16 to 2017–18). We included complete and discontinued recommendations in our analysis, but we do not have full datasets for these years.

FIGURE 2B: **Engagements and unresolved recommendations from earlier years**

	Year of engagement (newest to oldest)			
	2017–18	2016–17	2015–16	Total
Engagements	15	8	5	**28**
Agencies*	-	-	-	**27**
Recommendations				
Completed this review	15	14	4	**33**
Unresolved	28	9	1	**38**

Note: *Data not shown by year because agencies can be included in multiple engagements in multiple years.
Source: VAGO.

For a full list of the audits and agencies included in this review, see Appendix D.

What we left out and why

This review focused on recommendations from July 2018 to December 2021. While we also looked at unresolved recommendations from 2015–16 to 2017–18, we left out complete recommendations from this time.

Other ways we monitor our engagements

Beyond this annual limited assurance review, we may undertake specific follow-up engagements on causes of deficient performance. There are 2 follow-up reviews in our current forward program for *Protecting Victoria's Coastal Assets* (original engagement tabled in 2018) and *Maintaining the Mental Health of Child Protection Practitioners* (original engagement tabled in 2018).

More information

For a more complete picture of agency performance, refer to the review dashboard on our website (www.audit.vic.gov.au), where we have included each agency's status and response to recommendations made between July 2018 and December 2021.

APPENDIX A

Submissions and comments

We have consulted with the agencies listed in Appendix D and we considered their views when reaching our review findings. As required by the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to those agencies and asked for their submissions and comments.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the agency head. Agencies attested that their survey responses were accurate and complete as at 31 March 2022.

We received the following responses:

DELWP 15
DET 16
DJCS 17
DJPR 18
DoT 19
DPC 20

Response provided by the Secretary, DELWP

Department of Environment, Land, Water and Planning

PO Box 500, East Melbourne,
Victoria 8002 Australia
delwp.vic.gov.au

Ref: SEC015614

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

PROPOSED LIMITED ASSURANCE REVIEW REPORT - RESPONSES TO PERFORMANCE ENGAGEMENT RECOMMENDATIONS

Thank you for your letter of 8 June 2022 enclosing the proposed report for the Victorian Auditor-General's Office (VAGO) *Limited Assurance Review: Responses to performance engagement recommendations* and inviting a submission from the Department of Environment, Land, Water and Planning (DELWP) for inclusion in the final report.

DELWP appreciates the work of your office in conducting this review and is committed to working with VAGO to address risks identified through performance audits.

DELWP has a large and diverse portfolio which brings together Victoria's climate change, energy, environment, water, forest, planning and emergency management functions into a single department. It is noted that VAGO made 123 recommendations to DELWP over the July 2018 to December 2021 reporting period. This is a significantly higher number of recommendations compared to the other eight government departments. DELWP has 40% more review recommendations than the department with the next highest number of review recommendations. DELWP also estimates that it was involved in 64% more performance audit engagements in the reporting period than any other department. While the proposed report includes useful data it is important to reflect the scale and complexity of activity in reporting the performance of departments. This would provide for a more balanced perspective when reporting upon completion rates and median time to complete audit actions.

DELWP has a strong audit and assurance program in place to support audit delivery and timely implementation of recommendations. While DELWP acknowledges that the department has a comparatively high median completion time of 14 months, it also notes that this completion time does not consider the complexity of actions, nor whether they are completed within nominated target dates. The department continues to actively monitor the implementation of actions in progress to address VAGO's recommendations.

Thank you for the opportunity to provide this submission.

Should you require any further information, please contact Kirsty Douglas, Executive Director, Legal and Governance, DELWP, at Kirsty.Douglas@delwp.vic.gov.au.

Yours sincerely

[redacted]

John Bradley
Secretary

17 / 06 / 2022

Any personal information about you or a third party in your correspondence will be protected under the provisions of the *Privacy and Data Protection Act 2014*. It will only be used or disclosed to appropriate Ministerial, Statutory Authority, or departmental staff in regard to the purpose for which it was provided, unless required or authorized by law. Enquiries about access to information about you held by the Department should be directed to foi.unit@delwp.vic.gov.au or FOI Unit, Department of Environment, Land, Water and Planning, PO Box 500, East Melbourne, Victoria 8002.

VICTORIA State Government

OFFICIAL-Sensitive

Response provided by the Secretary, DET

Department of
Education and Training

Office of the Secretary

2 Treasury Place
East Melbourne Victoria 3002
Telephone: 03 9637 2000
DX210083

BRI22102633

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE 3000

Dear Mr Greaves

Proposed report for the Limited assurance review: Responses to performance engagement recommendations

Thank you for your letter of 8 June 2022, and the opportunity to comment on the proposed report for this limited assurance review.

The department is committed to continuous improvement and welcomes the Victorian Auditor-General's Office audits and reviews. The department has reviewed the report and has no feedback.

Should you wish to discuss the department's response, please contact Bella Stagoll, Executive Director, Integrity, Assurance and Executive Services on (03) 7022 0120 or bella.stagoll@education.vic.gov.au.

Yours sincerely

Jenny Atta
Secretary
16 / 06 /2022

Your details will be dealt with in accordance with the *Public Records Act 1973* and the *Privacy and Data Protection Act 2014*. Should you have any queries or wish to gain access to your personal information held by this department please contact our Privacy Officer at the above address

Response provided by the Secretary, DJCS

Department of Justice and Community Safety

Secretary

Level 26
121 Exhibition Street
Melbourne Victoria 3000
Telephone: (03) 8684 0501
justice.vic.gov.au
DX: 210077

Mr Andrew Greaves
Victorian Auditor-General
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Thank you for your letter of 8 June 2022, the proposed report on *Responses to Performance Engagement Recommendations: Annual Status Update* for audits undertaken from July 2015 to December 2021 and the opportunity to respond.

The Department of Justice and Community Safety (the department) supports the transparency and accountability of the review to monitor and report on how agencies are addressing audit findings.

I note that some of the department's actions are overdue. While this is predominantly due to the priority that needed to be afforded to the management of the impacts of COVID-19 over the last 18 months, I have reiterated to my senior executives the need to consider progress on these recommendations, which are all due for completion by June 2023.

Accordingly, the department will continue to monitor and progress the implementation of these actions as soon as practicable.

If you have any questions or require further information, please contact Fiona Dowsley, Associate Deputy Secretary, Corporate Governance and Support on 0418 334 971 or via email fiona.dowsley@crimestatistics.vic.gov.au

Yours sincerely

[redacted]

Rebecca Falkingham
Secretary

17/06/2022

Response provided by the Secretary, DJPR

OFFICIAL

Department of Jobs, Precincts and Regions

Ref: BSEC-2-22-22238

GPO Box 4509
Melbourne,
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Telephone: +61 3 9651 9999
DX 210074

Mr Andrew Greaves
Auditor-General of Victoria
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

VAGO's proposed report: Responses to Performance Engagement Recommendations

Thank you for your letter of 8 June 2022, providing the Department of Jobs, Precincts and Regions (DJPR) with an opportunity to respond to the proposed report for the Responses to Performance Engagement Recommendations assurance review. It is pleasing to note that the department has one of the highest completion rates (74 per cent) for unresolved performance engagement recommendations from reports tabled between July 2018 and December 2021.

The report noted that it took the department 43 months to complete Recommendation 2 from the Local Government Insurance Risks audit report. The development of guidance on risk management for local government has been subject to the resolution of the future of the Liability Mutual Insurance Scheme. This remains under consideration by government in terms of a new prudential framework and legislation. The department noted that the recommendation has been completed as the resolution is not within the control of the department, and that it poses no risk to the department in the short term.

If you require further information, please contact Kim McGinnes, Executive Director Corporate Strategy, DJPR on 0434992455 or kim.mcginnes@ecodev.vic.gov.au.

Yours sincerely

[redacted]

Penelope McKay
Acting Secretary

19/06/2022

VICTORIA State Government

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Response provided by the Secretary, DoT

Department of Transport

GPO Box 2392
Melbourne, VIC 3001 Australia
Telephone: +61 3 9651 9999
www.transport.vic.gov.au
DX 210074

Ref: BSEC-1-22-12093R
File:

Mr Andrew Greaves
Auditor-General of Victoria
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Victorian Auditor-General's Office - Proposed Report - Responses to Performance Engagement Recommendations: Annual Status Update

Thank you for your letter of 8 June 2022 and for providing the Department of Transport (the Department) with an opportunity to respond to the proposed limited assurance review report titled "Responses to Performance Engagement Recommendations: Annual Status Update".

The Department appreciates the opportunity to participate in this limited assurance review and acknowledges the importance of providing Parliament and the public with information about the extent to which public entities, including the Department, are responding to and monitoring action against performance audit recommendations. The Department does not have any further comments to provide on the proposed report.

The Department is committed to the timely monitoring and closeout of VAGO recommendations and notes its leading performance in completing recommendations allocated to the Department.

Yours sincerely

[redacted]

Secretary
Department of Transport

15 June 2022

VICTORIA State Government

Response provided by the Secretary, DPC

Department of
Premier and Cabinet

1 Treasury Place
Melbourne, Victoria 3002 Australia
Telephone: 03 9651 5111
dpc.vic.gov.au

BSEC-220600281

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31, 35 Collins Street
MELBOURNE VIC 3000

Dear Mr Greaves

Thank you for the opportunity to review and respond to the proposed Limited Assurance Review: *Responses to performance engagement recommendations: Annual Status Update*.

We appreciate the opportunity to participate in this review and acknowledge the importance in providing Parliament and the public with information about the extent to which public entities are responding to and monitoring actions against performance audit recommendations.

The Department has reviewed the proposed report and has no specific feedback or comment.

If you require further information, please contact Kait McCann, Acting Director Corporate Governance, at kait.mccann@dpc.vic.gov.au.

Yours sincerely

[redacted]

Jeremi Moule
Secretary

20 / 06 / 2022

Your details will be dealt with in accordance with the *Public Records Act 1973* and the *Privacy and Data Protection Act 2014*. Should you have any queries or wish to gain access to your personal information held by this department please contact our Privacy Officer at the above address.

VICTORIA State Government

APPENDIX B

Acronyms, abbreviations and glossary

Acronyms

DELWP	Department of Environment, Land, Water and Planning
DET	Department of Education and Training
DFFH	Department of Families, Fairness and Housing
DH	Department of Health
DJCS	Department of Justice and Community Safety
DJPR	Department of Jobs, Precincts and Regions
DoT	Department of Transport
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
VAGO	Victorian Auditor-General's Office

Abbreviations

BP3	Budget Paper 3: Service Delivery

Glossary

Limited assurance	We obtain less assurance when we rely primarily on an agency's representations and other evidence generated by that agency. However, we aim to have enough confidence in our conclusion for it to be meaningful. We call these types of engagements limited assurance reviews and typically express our opinions in negative terms. For example, that nothing has come to our attention to indicate there is a problem. See our assurance services fact sheet for more information.

APPENDIX C

Scope of this review

Who we examined	What we examined
All agencies are listed in Appendix D.	We assessed if agencies have: • responded to our performance engagement recommendations • implemented recommendations in a timely manner.

Objective

This review assessed whether agencies can demonstrate that actions taken directly address the recommendations and are implemented in a timely manner.

Our methods

We conducted this limited assurance review in accordance with the *Audit Act 1994* and Australian Standard on Assurance Engagements ASAE 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial *Information*.

A limited assurance review is a performance engagement that provide less assurance than a 'reasonable assurance' engagement, but allow us to quickly and cost-effectively respond to, examine and report on issues where the additional evidence that would be obtained for a 'reasonable assurance' engagement is not required. Consequently, it does not enable us to obtain reasonable assurance that we would become aware of all significant matters that might be identified in a reasonable assurance engagement.

Our review procedures included asking agencies to complete a survey and attest that the responses provided were accurate and complete as of 31 March 2022.

Cost and time

The full cost of the review and preparation of this report was $120,000. The duration of the review was 4 months from initiation to tabling.

Our goal (as per BP3 measure)

We rate our performance against the Budget Paper 3: Service Delivery (BP3) measure, 'Percentage of accepted performance audit recommendations that audited agencies report as completed across a 2-year period', noting we are limited to influencing agencies to improve performance.

To understand our performance against the BP3 measure, we used the results of this and last year's responses to recommendations survey

Performance against our goal

Our goal is for agencies to report they have completed 80 per cent of accepted recommendations across a 2-year timeframe (2019–20 and 2020–21).

Of the audits we tabled from 2019–20 to 2020–21, agencies accepted 593 of our 615 recommendations (96 per cent). Of these accepted recommendations, agencies reported that they:

- have completed 351 (59 per cent)
- have actions underway on 234 recommendations (39 per cent)
- have not acted on 8 recommendations (1 per cent).

DH has 6 recommendations from 2020–21 that are still in progress. Due to its ongoing recommendation reporting process review we do not know if DH has made progress to complete these recommendations.

Agencies took no action on 8 accepted recommendations. They provided us with several reasons for this, including that their action depended on the following becoming available:

- guidance from governing body (4 recommendations)
- update to procedure (2 recommendations)
- evaluation of cost-effective options to address recommendation (one recommendation)
- implementation of another in-progress recommendation (one recommendation).

APPENDIX D

Engagements and agencies in this review

As part of this review, we surveyed 798 recommendations in 76 engagements. We have listed audited agencies with unresolved recommendations in these engagements below.

FIGURE D1: **2021–22 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Major Infrastructure Program Delivery Capability	19/8/2021	DJPR, DoT, DTF, Major Transport Infrastructure Authority
Management of Spending in Response to COVID-19	27/10/2021	DET, DELWP, DFFH, DJPR, DJCS, DPC, DoT, DTF
Managing Conflicts of Interest in Procurement	8/9/2021	DFFH, DJPR, Parks Victoria
Protecting Victoria's Biodiversity	13/10/2021	DELWP
Supplying and Using Recycled Water	17/11/2021	DELWP, Environment Protection Authority Victoria

Source: VAGO.

FIGURE D2: **2020–21 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Accessibility of Tram Services	15/10/2020	DoT
Accessing Emergency Funding to Meet Urgent Claims	24/11/2020	DTF
Administration of Victorian Courts	13/10/2021	Court Services Victoria
Clinical Governance: Health Services	24/6/2021	Ballarat Health Services, Melbourne Health, Peninsula Health, Western Health
Delivering the Solar Homes Program	24/6/2021	DELWP

Engagement	Date tabled	Audited agencies
Early Years Management in Victorian Sessional Kindergartens	15/10/2020	DET
Follow up of Managing the Level Crossing Removal Program	14/10/2020	DoT
Grants to the Migrant Workers Centre	17/2/2021	DFFH
Implementing a New Infringements Management System	5/5/2021	DPC, DTF, Victorian Public Sector Commission
Maintaining Local Roads	17/3/2021	City of Greater Bendigo, Gannawarra Shire Council, Maribyrnong City Council, Northern Grampians Shire Council, Yarra Ranges Council
Major Projects Performance	22/9/2021	DTF
Management of the Student Resource Package	5/8/2020	DET
Measuring and Reporting on Service Delivery	26/5/2021	DET, DELWP, DFFH, DJPR, DJCS, DPC, DoT, DTF
Reducing Bushfire Risks	14/10/2020	Country Fire Authority, DELWP,
Reducing the Harm Caused by Gambling	18/3/2021	DFFH, DJCS, Victorian Responsible Gambling Foundation
Rehabilitating Mines	5/8/2020	DELWP, DJPR
Service Victoria—Digital Delivery of Government Services	18/3/2021	DPC, Service Victoria
Sexual Harassment in Local Government	9/12/2020	Ararat Rural City Council, Corangamite Shire Council, DJPR, Frankston City Council, Latrobe City Council, Moreland City Council
Systems and Support for Principal Performance	9/12/2020	DET
Victoria's Homelessness Response	17/9/2020	DFFH

Source: VAGO.

FIGURE D3: **2019–20 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Cenitex: Meeting Customer Needs for ICT Shared Services	17/10/2019	Cenitex, DPC
Council Libraries	13/11/2019	Alpine Shire Council, Buloke Shire Council, DJPR, Eastern Regional Libraries Corporation, Mornington Peninsula Shire Council
Enrolment Processes at Technical and Further Education Institutes	11/9/2019	Box Hill Institute, William Angliss Institute
Follow up of Access to Public Dental Services in Victoria	28/11/2019	DH
Follow up of Regulating Gambling and Liquor	28/11/2019	Victorian Gambling and Casino Control Commission
Freight Outcomes from Regional Rail Upgrades	18/3/2020	DoT, V/Line

Engagement	Date tabled	Audited agencies
Managing Development Contributions	18/3/2020	DELWP, Victorian Planning Authority
Managing Registered Sex Offenders	28/8/2019	Victoria Police
Managing Support and Safety Hubs	27/5/2020	DFFH
Personnel Security: Due Diligence Over Public Service Employees	21/5/2020	DFFH, DH, DJCS, DPC, DTF, Victorian Public Sector Commission
Protecting Critically Endangered Grasslands	17/6/2020	DELWP
Ravenhall Prison: Rehabilitating and Reintegrating Prisoners	19/3/2020	DJCS
Safety on Victoria's Roads—Regional Road Barriers	18/6/2020	DoT
Sexual Harassment in the Victorian Public Service	28/11/2019	DET, DFFH, DH, DJCS, DPC, DoT, DTF

Source: VAGO.

FIGURE D4: **2018–19 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Access to Mental Health Services	21/3/2019	DH
Child and Youth Mental Health	5/6/2019	DH
Compliance with the Asset Management Accountability Framework	23/5/2019	DJCS, DTF
Crime Data	5/9/2018	Victoria Police
Delivering Local Government Services	19/9/2018	DJPR, Moira Shire Council, Wyndham City Council
Follow up of Oversight and Accountability of Committees of Management	5/9/2018	DELWP
Local Government Assets: Asset Management and Compliance	23/5/2019	City of Darebin, Colac Otway Shire Council, Hindmarsh Shire Council, Mildura Rural City Council, Nillumbik Shire Council
Local Government Insurance Risks	25/7/2018	City of Stonnington, DJPR, Municipal Association of Victoria, Pyrenees Shire Council
Managing Private Medical Practice in Public Hospitals	20/6/2019	DH, St Vincent's Hospital, Western Health
Managing Rehabilitation Services in Youth Detention	8/8/2018	DJCS
Managing the Environmental Impacts of Domestic Wastewater	19/9/2018	DELWP, Environment Protection Authority Victoria, Mornington Peninsula Shire Council, Yarra Ranges Council, Yarra Valley Water
Melbourne Metro Tunnel Project—Phase 1: Early Works	6/6/2019	DPC, DTF, DoT
Police Management of Property and Exhibits	5/9/2018	Victoria Police

Engagement	Date tabled	Audited agencies
Recovering and Reprocessing Resources from Waste	6/6/2019	Environment Protection Authority Victoria, Metropolitan Waste and Resource Recovery Group, Sustainability Victoria
Reporting on Local Government Performance	23/5/2019	Baw Baw Shire Council, Borough of Queenscliffe, City of Casey, DJPR, Horsham Rural City Council, Moonee Valley City Council
School Compliance with Victoria's Child Safe Standards	20/6/2019	DET, Victorian Registration and Qualifications Authority
School Councils in Government Schools	26/7/2018	DET
Security and Privacy of Surveillance Technologies in Public Places	19/9/2018	East Gippsland Shire Council, Hume City Council, Whitehorse City Council
Security of Government Buildings	29/5/2019	DFFH, DH, DJCS, DPC, DTF
Security of Patients' Hospital Data	29/5/2019	Barwon Health, Royal Children's Hospital, Royal Victorian Ear and Eye Hospital
Security of Water Infrastructure Control Systems	29/5/2019	DELWP, Melbourne Water, Yarra Valley Water
State Purchase Contracts	20/9/2018	DELWP, DJCS, DPC, DTF

Source: VAGO.

FIGURE D5: **2017–18 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Assessing Benefits from the Regional Rail Link Project	10/5/2018	DoT
Community Health Program	6/6/2018	DH
Effectively Planning for Population Growth	23/8/2017	DELWP, DH, DJPR
Follow Up of Selected 2012–13 and 2013–14 Performance Audits	20/6/2018	DELWP, Victorian Fisheries Authority*
Fraud and Corruption Control	29/3/2018	DoT
ICT Disaster Recovery Planning	29/11/2017	DFFH, DH
Local Government and Economic Development	8/3/2018	Corangamite Shire Council
Maintaining the Mental Health of Child Protection Practitioners	10/5/2018	DFFH
Managing Surplus Government Land	8/3/2018	DET, DTF
Managing the Level Crossing Removal Program	14/12/2017	DoT
Protecting Victoria's Coastal Assets	29/3/2018	DELWP, DoT, East Gippsland Shire Council, Great Ocean Road Coast and Parks Authority, Parks Victoria, Mornington Peninsula Shire Council
Safety and Cost Effectiveness of Private Prisons	29/3/2018	DJCS
The Victorian Government ICT Dashboard	20/6/2018	DTF

Engagement	Date tabled	Audited agencies
V/Line Passenger Services	9/8/2017	DoT
Victorian Public Hospital Operating Theatre Efficiency	18/10/2017	Melbourne Health

Note: *The Victorian Fisheries Authority did not take part in this review, so we carried forward data from its earlier update.
Source: VAGO.

FIGURE D6: **2016–17 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Board Performance	11/5/2017	DPC
Efficiency and Effectiveness of Hospital Services: Emergency Care	26/10/2016	Goulburn Valley Health, Mercy Health, Mildura Base Public Hospital, Southwest Healthcare, Wimmera Health Care Group
Maintaining State-Controlled Roadways	22/6/2017	DoT
Managing Public Sector Records	8/3/2017	DET, DPC
Managing School Infrastructure	11/5/2017	DET
Managing Victoria's Public Housing	21/6/2017	DFFH, DTF
Public Participation and Community Engagement: Local Government Sector	10/5/2017	Maribyrnong City Council, Mitchell Shire Council
Public Participation in Government Decision-Making	10/5/2017	DPC

Source: VAGO.

FIGURE D7: **2015–16 agencies with unresolved recommendations by engagement**

Engagement	Date tabled	Audited agencies
Digital Dashboard: Status Review of ICT Projects and Initiatives—Phase 2	9/3/2016	University of Melbourne
Local Government Service Delivery: Recreational Facilities	23/3/2016	South Gippsland Shire Council
Managing and Reporting on the Performance and Cost of Capital Projects	4/5/2016	V/Line
Monitoring Victoria's Water Resources	25/5/2016	Melbourne Water
Patient Safety in Victorian Public Hospitals	23/3/2016	DH

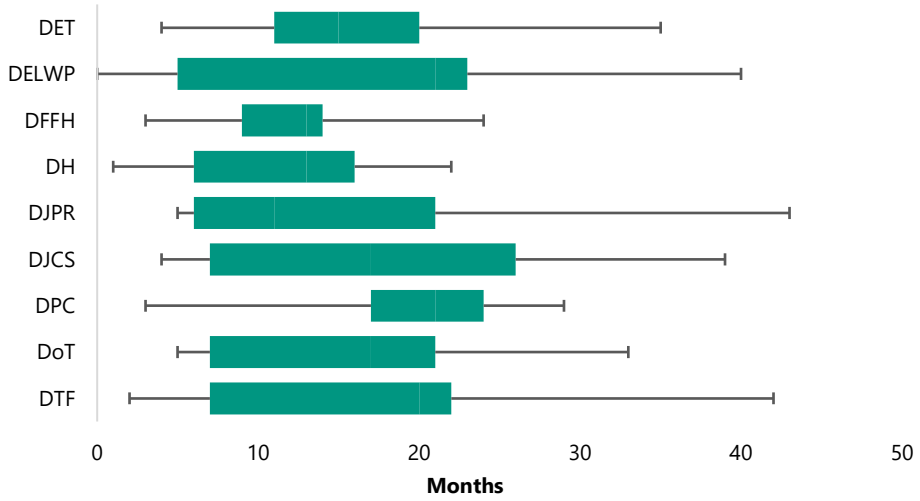
Source: VAGO.

APPENDIX E

Between-year trends of departmental completion times

Departments reported more timely completion rates for recommendations from 2018–19 to 2021–22. Figures E1 to E4 show a breakdown of between-year trends of departments' completion times.

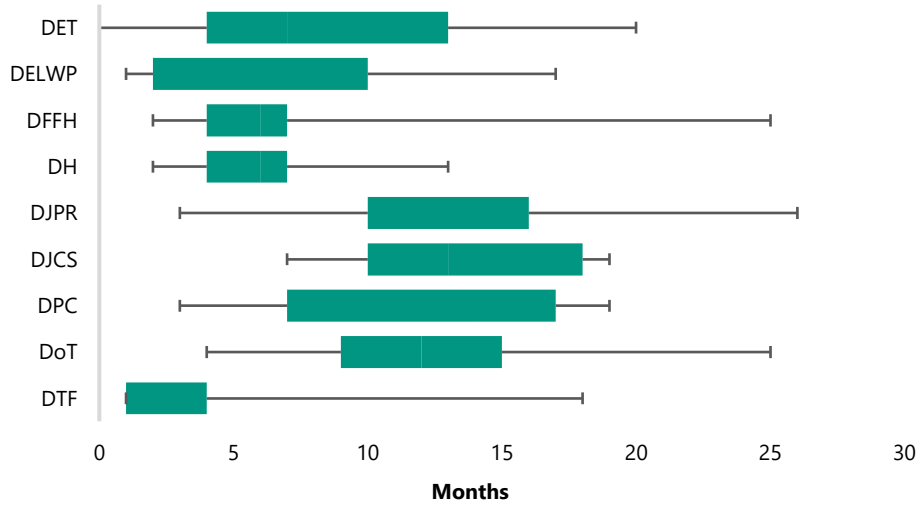
FIGURE E1: **2018–19 department completion times in months**



Note: The boxes indicate the middle 50 per cent of completed recommendations and the whiskers show the extent of minimum and maximum time taken to complete recommendations.

Source: VAGO.

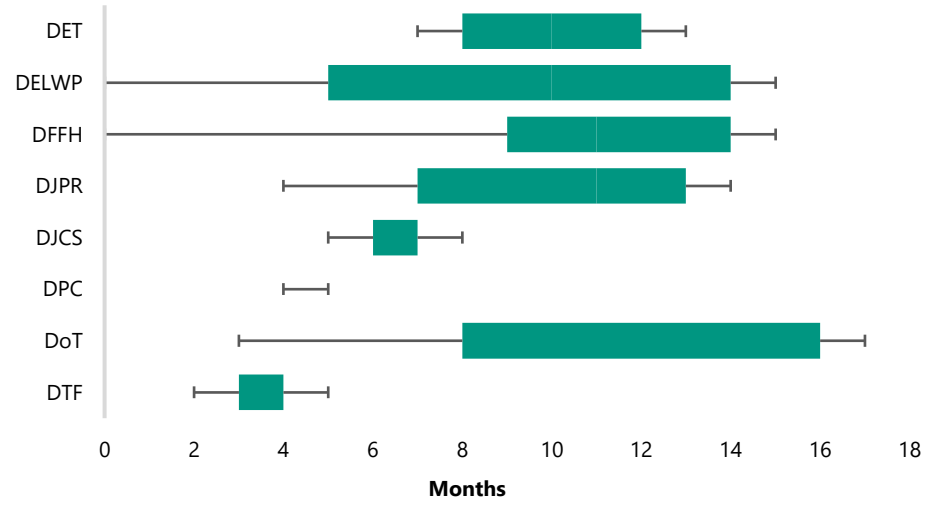
FIGURE E2: **2019–20 department completion times in months**



Note: The boxes indicate the middle 50 per cent of completed recommendations and the whiskers show the extent of minimum and maximum time taken to complete recommendations.

Source: VAGO.

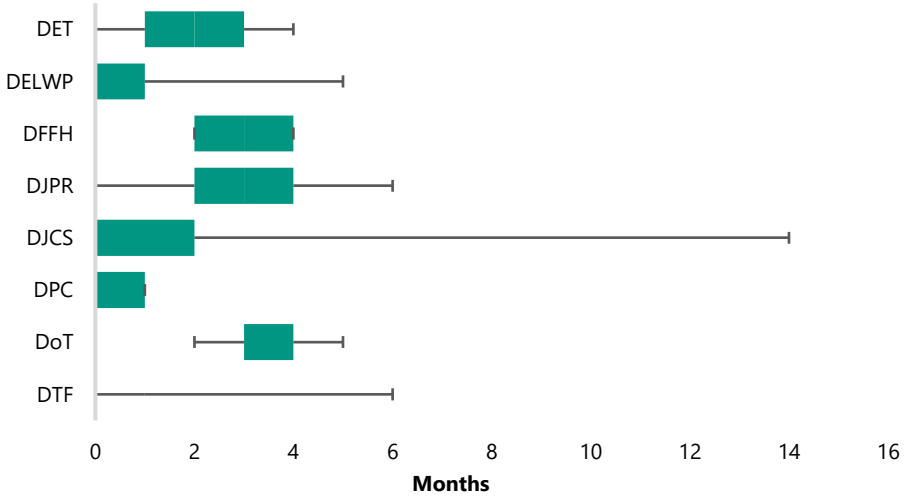
FIGURE E3: **2020–21 department completion times in months**



Note: The boxes indicate the middle 50 per cent of completed recommendations and the whiskers show the extent of minimum and maximum time taken to complete recommendations.

Source: VAGO.

FIGURE E4: **2021–22 department completion times in months**



Note: The boxes indicate the middle 50 per cent of completed recommendations and the whiskers show the extent of minimum and maximum time taken to complete recommendations.

Source: VAGO.

APPENDIX F

Agency responses to assurance review

Agencies had to self-attest to the accuracy and completeness of their survey responses. The survey sought information on the status of performance engagement recommendations tabled in reports to Parliament from 1 July 2015 to 31 December 2022.

In total, the survey included 798 recommendations from 88 engagements involving 79 agencies.

In this appendix we have included the status and response from agencies with unresolved recommendations included in this assurance review. We have not edited these responses.

To view agencies' performance visit this report's dashboard at www.audit.vic.gov.au

Agency name	Audit or review title	Plan year	Date published	Rec. number	Recommendation text	Initial acceptance	Agreed management action/s	Target date for completion	Accept?	If No or N/A, why?	Actions since report tabled	Current target date	Rec./action status	Date completed
Alpine Shire Council	Council Libraries	2019-20	13/11/2019	1	Improve library service planning by: documenting service plans; conducting detailed and regular community consultation to understand community expectations for library services; linking delivery of library services to identified community needs and overall council objectives (see Sections 3.3 and 3.4)	Yes	Council has recently recruited a new Library Services Coordinator who will start on 18/11/19. One of the priority focus areas for the new staff member will be to establish a permanent library customer survey facility and develop a Library Services Strategy which is linked to the Council Plan strategic objectives, to guide the continuous improvement of Council's library services over the coming years.	30/06/2020	Yes		Council's progress on implementing the VAGO's recommendations on Council libraries was reported regularly to Council's Audit and Risk Committee. These reports are available on request. Council conducted a library service survey in 2020 to inform the Library Services Plan, which was approved on 16 February 2022. The next biannual community consultation survey is scheduled to commence in March 2022 and will inform the timeline of activity detailed in the Library Services Plan.	16/02/2022	Complete	16/02/2022
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	1	use findings from the Victorian Auditor-General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for council employees and workplaces (see Sections 2.1, 2.2 and 2.3)	Yes	Council is currently developing a comprehensive Equality, Diversity and Inclusion Policy. Further measures will be included in the 6 monthly OHS Risk Assessment form to address potential risks relating to gender, race, disability and sexuality.	30/06/2021	Yes		Council is currently developing a comprehensive Equality, Diversity and Inclusion Policy. Adopted in December 2020. Further measures will be included in the 6-monthly OHS Risk Assessment form to address potential risks relating to gender, race, disability and sexuality.	30/04/2022	In progress	
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	2	collect information about the prevalence and nature of sexual harassment at least once every two years by: conducting workplace surveys, reviewing complaints information (see Section 2.6)	Yes	To identify the prevalence of sexual harassment in the workplace Council will develop an employee survey that includes a question regarding individual employee experiences. The data from the survey will be used to track performance over time and identify trends. It is proposed that this survey will be carried out every two years. Council have developed a Complaints Register which clearly categorises and captures the type and details of all complaints, including sexual harassment for ex-employees. A new Human Resource Management System will capture these complaints for current employees utilising the same categories.	30/06/2021	Yes		To identify the prevalence of sexual harassment in the workplace Council will develop an employee survey that includes a question regarding individual employee experiences. (People Matter Survey conducted in June 2021.) The data from the survey will be used to track performance over time and identify trends. It is proposed that this survey will be carried out every two years. This data feeds into Council's Gender Equality Action Plan. (Plans due 31 March 2022) Council have developed a Complaints Register which clearly categorises and captures the type and details of all complaints, including sexual harassment for ex-employees. (Adopted 19 October 2020). A new Human Resource Management System will capture these complaints for current employees utilising the same categories. Current complaints still being collected in hardcopy and registered in an excel spreadsheet. (30 March 2022)	31/03/2022	In progress	
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	3	address the risk of sexual harassment by members of the public by: ensuring sexual harassment policies, procedures and training explicitly cover sexual harassment from the public, and regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment from the public (see Section 2.4).	Yes	Council adopted the Prevention of Sexual Harassment Policy (Councillors), and a Prevention of Sexual Harassment in the Workplace Policy (employees) was also approved which explicitly include client behaviour towards Councillors, staff and the public encountered in Council building and facilities. The Complaints Handling Policy was reviewed to include third parties to Council operations and reference to the Prevention of Sexual Harassment Policy. In addition to Council's annual online compliance training, Council will arrange specific training around the prevention of sexual harassment every two years for Councillors and employees. The Prevention of Sexual Harassment Policy (Council) is available on Council's website. It was also	1/03/2023	Yes		Council adopted the Prevention of Sexual Harassment Policy (Councillors), and a Prevention of Sexual Harassment in the Workplace Policy (employees) was also approved which explicitly include client behaviour towards Councillors, staff and the public encountered in Council building and facilities. (Council policy adopted on 15 September 2020 and Staff policy approved 18 August 2020). The Complaints Handling Policy was reviewed to include third parties to Council operations and reference to the Prevention of Sexual Harassment Policy. (27 August 2020) In addition to Council's annual online compliance training, Council will arrange specific training around the prevention of sexual harassment every two years for	30/06/2022	In progress	

Agency name	Audit or review title	Plan year	Date published	Rec. number	Recommendation text	Initial acceptance	Agreed management action/s	Target date for completion	Accept?	If No or N/A, why?	Actions since report tabled	Current target date	Rec./action status	Date completed
							placed on Council's 'Have your say' section of the website for public comment prior to its endorsement. Council is arranged for posters to be displayed throughout all Council facilities that promote a zero tolerance to any form of sexual harassment.				Councillors and employees. (30 June 2022) The Prevention of Sexual Harassment Policy (Council) is available on Council's website.(Uploaded onto website 10 September 2020) Council is arranged for posters to be displayed throughout all Council facilities that promote a zero tolerance to any form of sexual harassment. (Posters in all areas as of 29 January 2021)			
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	5	introduce a standalone sexual harassment policy that: aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment—Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace; includes clear links to relevant council policies and procedures; covers the applicability of council policies to different roles and workplace settings, including councillors, customer-facing staff and members of the public; and is searchable on council intranet sites or cloud software, and available in hard copy to all staff (see Section 3.1)	Yes	A Prevention of Sexual Harassment in the Workplace Policy was developed that applies to Council staff, clients and other third parties. This policy was endorsed by the Consultative Committee and the Safety Committee prior to being approved by the Chief Executive Officer. Further Council adopted a Prevention of Sexual Harassment Policy specifically for Council, the Councillors and its clients. Both policies were based on the Victorian Public Sector Commission's Sexual Harassment Model Policy. These policies identify the related policies, procedures and legislation. All Administration and Council Policies are available electronically. Councillors have access to Council policies electronically. Hardcopies have been provided in staffrooms at Councils two main offices for those who do not have access to devices. The location of the hardcopy policies have been posted throughout Council buildings.	15/09/2020	Yes		A Prevention of Sexual Harassment in the Workplace Policy was developed that applies to Council staff, clients and other third parties. This policy was endorsed by the Consultative Committee and the Safety Committee prior to being approved by the Chief Executive Officer. Further Council adopted a Prevention of Sexual Harassment Policy specifically for Council, the Councillors and its clients. Both policies were based on the Victorian Public Sector Commission's Sexual Harassment Model Policy. These policies identify the related policies, procedures and legislation. All Administration and Council Policies are available electronically. Councillors have access to Council policies electronically. Hardcopies have been provided in staffrooms at Councils two main offices for those who do not have access to devices. The location of the hardcopy policies have been posted throughout Council buildings. Staff policy approved on 18 August 2020 and Council policy adopted on 15 September 2020. Hard copies available from 10 September 2020	15/09/2020	Complete	
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	6	introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it: includes face-to-face or live online sessions for all staff and councillors at least once every two years (in addition to online modules); covers safe strategies for bystander interventions; is tailored to the council's policies, procedures and workplace risk factors (see Section 3.2)	Yes	In addition to Council's annual online compliance training, Council will arrange specific training in relation to the prevention of sexual harassment and active bystander every two years for employees. Also, Council has incorporated two prevention of sexual harassment training and separate active bystander training for Councillors in its Councillor training schedule for the 2020-2024 Council term. New staff members must complete mandatory induction training on commencement, which includes all policies.	1/03/2023	Yes		In addition to Council's annual online compliance training, Council will arrange specific training in relation to the prevention of sexual harassment and active bystander every two years for employees. (30 June 2022) Also, Council has incorporated two prevention of sexual harassment training and separate active bystander training for Councillors in its Councillor training schedule for the 2020-2024 Council term. (30 June 2022) New staff members must complete mandatory induction training on commencement, which includes all policies. (Within 6 weeks of employee commencing)	30/06/2022	In progress	

Agency name	Audit or review title	Plan year	Date published	Rec. number	Recommendation text	Initial acceptance	Agreed management action/s	Target date for completion	Accept?	If No or N/A, why?	Actions since report tabled	Current target date	Rec./action status	Date completed
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	7	communicate a culture of respect in the council by ensuring leaders model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate sexual harassment (see Section 3.3)	Yes	The Councillor Code of Conduct details the principles of behaviours which Councillors must adhere to. A review of the Councillor Code of Conduct is currently being undertaken. As part of the review a community engagement process will be undertaken. Staff Code of Conduct details respectful behaviour extensively and the need for supervisors/managers to lead by example. The Prevention of Sexual Harassment in the Workplace Policy will be incorporated into the annual review process to ensure reqular communication of the policy.	30/06/2021	Yes		The Councillor Code of Conduct details the principles of behaviours which Councillors must adhere to. A review of the Councillor Code of Conduct is currently being undertaken. As part of the review a community engagement process will be undertaken.(Councillor Code of Conduct adopted on 15 December 2020) Staff Code of Conduct details respectful behaviour extensively and the need for supervisors/managers to lead by example. (Staff Code of Conduct approved 14 December 2021) The Prevention of Sexual Harassment in the Workplace Policy will be incorporated into the annual review process to ensure regular communication of the policy. (30 June 2022)	30/06/2022	In progress	
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	8	encourage reporting of inappropriate behaviour by promoting formal and informal complaint channels, and allowing for anonymous complaints (see Section 4.1)	Yes	Council reviewed its Staff Grievances Policy to incorporate informal, formal or anonymous complaint reporting. The Prevention of Sexual Harassment in the Workplace Policy informs staff of the process to making an informal, formal or anonymous complaint.	18/08/2020	Yes		Council reviewed its Staff Grievances Policy to incorporate informal, formal or anonymous complaint reporting. The Prevention of Sexual Harassment in the Workplace Policy informs staff of the process to making an informal, formal or anonymous complaint.	18/08/2020	Complete	18/08/2020
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	9	improve record keeping of sexual harassment complaints by keeping complete records of all interactions relating to a complaint, and documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers (see Section 4.3)	Yes	A complaint reporting register was created in excel which has the ability to sort entries into the type of incident. All ex-employee data is contained within this register. A new Human Resource Management System will capture these complaints for current employees utilising the same s categories. A Workplace Investigations Guideline was developed and approved by the CEO for the receipt and investigation of any reports of sexual harassment. These were developed referencing the IBAC Investigations Guide.	30/03/2021	Yes		A complaint reporting register was created in excel which has the ability to sort entries into the type of incident. All ex-employee data is contained within this register. (Created on 19 October 2020) A new Human Resource Management System will capture these complaints for current employees utilising the same categories. (30 June 2022) A Workplace Investigations Guideline was developed and approved by the CEO for the receipt and investigation of any reports of sexual harassment. These were developed referencing the IBAC Investigations Guide. (Approved on 20 October 2020)	30/06/2022	In progress	
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	10	review complaint procedures to ensure they include a requirement to inform the complainant of the outcome of the complaint and guidance on how investigators can support reluctant complainants (see Section 4.2).	Yes	The Complaints Handling Policy was reviewed to include a requirement that the decision-maker will respond to the complainant and respondent with a clear decision. Council's Workplace Investigations Guideline details how to support reluctant complainants. This was developed referencing the IBAC Investigations Guide.	20/10/2020	Yes		The Complaints Handling Policy was reviewed to include a requirement that the decision-maker will respond to the complainant and respondent with a clear decision.(Approved on 27 August 2020) Council's Workplace Investigations Guideline details how to support reluctant complainants. This was developed referencing the IBAC Investigations Guide.(Approved on 20 October 2020)	20/10/2020	Complete	20/10/2020
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	11	ensure councillors receive training on sexual harassment at least twice per council term (see Section 3.2)	Yes	In addition to Council's annual online training. Council has incorporated two Prevention of Sexual Harassment training sessions for Councillors in its Councillor training schedule for the 2020-2024 Council term.	1/03/2023	Yes		In addition to Council's annual online training, Council has incorporated two Prevention of Sexual Harassment training sessions for Councillors in its Councillor training schedule for the 2020-2024 Council term.	30/06/2022	In progress	

Agency name	Audit or review title	Plan year	Date published	Rec. number	Recommendation text	Initial acceptance	Agreed management action/s	Target date for completion	Accept?	If No or N/A, why?	Actions since report tabled	Current target date	Rec./action status	Date completed
Ararat Rural City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	12	ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including: the council's employee assistance program; Councillor Code of Conduct dispute resolution processes; external complaint bodies (see Section 4.1).	Yes	Councillors have access to Council's Employee Assistance Program as well as staff members. Councillors have been provided with the relevant information and contact details for this program. Councillors were forwarded a copy of the current Councillor Code of Conduct, which outlines the dispute resolution procedures and complaints process. The Councillor Code of Conduct is currently being reviewed and will include the provisions prescribed in the Local Government Act 2020. The Council's Prevention of Sexual Harassment Policy outlines external support and complaint agencies. These include the Equal Opportunity and Human Rights Commission, VCAT and Victoria Police.	24/02/2020	Yes		Councillors have access to Council's Employee Assistance Program as well as staff members. Councillors have been provided with the relevant information and contact details for this program (Councillors made aware of program again on 11 November 2020). Councillors were forwarded a copy of the current Councillor Code of Conduct, which outlines the dispute resolution procedures and complaints process (Copies provide to Councillors on 6 November 2020). The Councillor Code of Conduct is currently being reviewed and will include the provisions prescribed in the Local Government Act 2020 (Councillor Code of Conduct adopted on 15 December 2020). The Council's Prevention of Sexual Harassment Policy outlines external support and complaint agencies. These include the Equal Opportunity and Human Rights Commission, VCAT and Victoria Police (Staff policy approved on 18 August 2020 and Council policy adopted on 15 September 2020).		Complete	15/12/2020
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	1	Continues to implement its clinical governance framework by promoting and embedding priority actions to ensure staff have a clear understanding of how they contribute to safe, high-quality care.	Yes	BHS Supports the recommendations within the report with the following actions outlined below. -Continue to socialise narrative and definitions of gov framework. -Develop organisational goals in each of the elements that link to the strategic plan and quality plan. -Develop local priorities in the elements of the framework. -Redesign governance, operational and team meeting templates to reflect the framework. -Reformat the KPI report to reflect the framework. -Restructure the org wide committee structure to reflect the framework. -Work on translating this impact of non-clinical work on direct patient care. -Embed the framework through quality initiatives to translate expectation into practice and report on these through RiskMan Q. -Review all position description to ensure they contain ref to the gov framework. -Include expectations of how staff contribute to safe, effective, connected person centred care in org orientation. -Review the current points of reporting to reduce the burden, realign where needed to the governance framework. -Review the org wide and local audit schedules to prioritise activities and strengthen governance.	31/03/2022	Yes		BHS governance framework has been included in staff education sessions 'How you can contribute to Quality', KPI reporting template for BHS and induction of new staff. BRD and ESC participating in the SCV & IHI Clinical Governance Leadership Pilot commenced Aug 2021. Quality reporting uses the governance framework in templates. KPI report redesigned under the elements of the governance framework. System updated, RiskMan Q education delivered (continues), reporting of initiatives on display. Position descriptions for BHS contain statements about quality and safety expectations within various roles. BHS Organisation wide audit schedule reviewed and completed this will occur annually. Local ward audit schedules updated and provided to NUMs for completion by local portfolio holders/champions i.e. falls champions, Hand hygiene auditors As of the 1/11/2021 BHS has amalgamated with 4 other regional health services to create Grampian's Health. All work in this recommendation continues to inform the new organisation.	30/06/2022	In progress	

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Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	3	Implement initiatives that strengthen their staff's skills and confidence in speaking up.	Yes	Conduct an evaluation of the current initiatives to review the ability to develop staff skills and confidence to speak up include barriers and enablers. Develop staff skills in speaking up for safety- consider the speaking up for safety initiative.	31/03/2022	Yes		The results from the BPA survey in October 2020 was used to identify priority areas for intervention to promote staff involvement and engagement. These results also provided data for leadership development priorities in the Leadership development program. "Speak up for safety' included in the 'How you can contribute to Quality' staff education sessions A wellbeing strategy and action plan has been developed in consultation with a range of stakeholders. The strategy and plan were developed based on evidence-based research, review of staff surveys and direct feedback though consultative mechanisms. Based on review, wellbeing support roles will be expanded to include a staff peer program to compliment the service provided by the contact officers. BHS's BPA survey reflects that 92% agree that " If I observed a safety problem, I would feel comfortable raising it with... My co-workers." 91% agree that "If I observed a safety problem, I would... Report this safety problem." 90% agree that "If I observed a safety problem, I would feel comfortable raising it with... My manager. " 86% agree that "People in my work unit are highly conscious of the potential for adverse patient safety events." BHS undertook an evaluation of its COVID response and developed a recovery plan to ensure the learnings from the pandemic response, including the silver linings were captured in order to continuously improve the patient safety culture.	30/06/2022	In progress	
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	4	Design and implement targeted initiatives to improve their staff's psychological safety.	Yes	Gather evaluation data on staff needs through focus grps, HSRs, Health and Wellbeing team. Use results to inform initiatives	31/12/2021	Yes		BHS has reviewed its employee assistance program and engaged new providers (Benastar). This provides a range of services for all staff including professional development sessions on wellbeing, nutrition, psychological health, one on one consultations and support line.	31/12/2021	Complete	31/12/2021
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	5	Evaluate their initiatives to assess if they have been effectively improving their patient safety culture and apply learnings for continuous improvement.	Yes	Evaluate the effectiveness of the Contact officer program. Investigate other initiatives delivered by other health services and their effectiveness for improving their patient safety cultural. Implement 'learning from losses' campaign and using patient and carer stories for improving the patient safety culture and application of learnings.	31/12/2021	Yes		'Lesson from Losses' added to PDP calendar and BHS induction in 2021 to demonstrate importance of correct patient identification. Framework for collection and use of consumer stories reviewed and collection commenced. Register developed. Patient stories presented at Patient Safety and Innovation and Board Quality committee.	30/06/2022	In progress	

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Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	6	Provide updates on the implementation status of recommendations and actions in response to incidents at each board quality and safety subcommittee meeting, which, at the minimum, include: reporting on recommendations that are overdue (not applicable for Ballarat Health Services), reasons for delays in completing recommendations, actions taken to address delays	Yes	Updates now included on status of recommendations and actions in response to incidents at each board quality and safety meeting which includes all three noted points.	30/06/2021	Yes		Completed, All three points noted in actions are now included in the reporting to board quality and safety meetings. Updates now included on status of recommendations and actions in response to incidents at each board quality and safety meeting. An incident investigation register is provided to Board Quality and Safety Committee, Patient Safety and Innovation committee and directorate operational committees each month that outlines the status of each investigation and reasons for delay to complete. Centre for Safety and Innovation have analysed and themed common contributing factors. Reporting has commenced twice a year to the board quality and safety committee	1/04/2022	Complete	1/04/2022
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	7	Analyse common contributing factors to serious and less serious incidents and report findings to their board quality and safety subcommittee at least every six months.	Yes	A report will be developed to analyse the common contributing factors for ISRIs, ISR2s and ISR3+4s. These factors will be reviewed by the Centre for Safety and Innovation and themed. Reporting will commence twice a year to the board quality and safety committee Reports will be tabled in March and September of each year.	30/09/2021	Yes		Completed. Centre for Safety and Innovation have analysed and themed common contributing factors. Reporting has commenced twice a year to the board quality and safety committee. Two themed reports presented far are Sexual Safety in Mental Health Services and Patient Identification incidents.	30/09/2021	Complete	30/09/2021
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	9	Reports the status of its serious incident investigations to its board quality and safety subcommittee.	Yes	The status of serious incidents investigations and clinical reviews report will be developed and tabled report at the board quality and safety committee.	30/09/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/09/2021
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	11	Adopt more statistical approaches to identifying true performance variations, such as using run or control charts (or equivalent statistical approaches), to detect significant changes over time and departures from 'expected statistical variation'.	Yes	Consider the recruitment of a data analytics skill set to the Centre for Safety and Innovation (CSI) that can build capability in team members to achieve a more scientific approach to performance variations. Access professional development for current CSI staff to commence this knowledge and skill development.	31/12/2021	Yes		Completed.Professional development delivered facilitated by Melbourne University with the CSI team. 8 Members of the CSI team have commenced the graduate certificate in health service management (Quality and Safety) at UTAS in 2021, which provides a consistent and scientific approach to performance variation. The whole CSI team has engaged in a full day workshop around data analytics Reporting has been updated to include statistical variation in order to identify trends and detect significant changes over time. i.e. KPI reports	31/12/2021	Complete	28/12/2021
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	12	Provide more detailed accounts to their boards regarding performance issues, including, at a minimum: -reasons for underperformance -actions to improve performance -the responsible person for addressing underperformance	Yes	Linked with the above this action will provide a more statistical account regarding distinguishing true performance changes from the expected levels of variation.	31/03/2022	Yes		Board KPI report has been updated and includes; reasons, actions to improve and committee/person responsible where required. Further work is underway to refine and develop a Grampians Health KPI report	30/06/2022	In progress	

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Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	13	Increase staff capacity and capability to meet timeliness requirements for completing incident investigations.	Yes	Review staffing in CSI to address and complete all outstanding investigations. All outstanding incidents investigations that occurred prior to June 12021 will be closed by September. Review and refine the governance documents that outline process of investigations and clearly articulate expectations. Address staff capability by accessing PD and mentoring newer CSI staff to build skill set. Centralise all clinical investigations to be conducted by the CSI using a standardised team approach.	31/12/2021	Yes		Staffing profile considered, CSI structure redesigned, recruitment completed. On track for all investigations. Mentoring is occurring with all new members of the CSI Risk and Compliance work group to build capability. Currently the new staff in the risk team are progressing newly assigned investigations and the Risk Lead is following up all the outstanding investigations. All clinical investigations are now being conducted with a lead from the CSI team. The CSI Risk and Compliance team now leads all in-depth and RCA investigations across the service. Currently developing a more formal process to allow this to occur without person dependency. Risk and Compliance Gov docs reviewed, Risk framework reviewed. Risk and Compliance Lead has commenced work with VIMA to review the org wide risk appetite statement. Session with BHS BRD, ESC, VIMA and CSI conducted 3rd August 2021	30/08/2022	In progress	
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	15	Undertake thematic analyses of serious and less serious incidents at least every six months and report them to their board quality and safety subcommittee.	Yes	Linked to the report developed in action 7. Added to the report will be a thematic analyse for ISRIs, ISR2s and ISR3+4s to determine common themes or clusters relating to clinical service or unit and common cause or contributing factors. These factors will be reviewed by the Centre for Safety an Innovation and themed. Reporting will commence twice a year to the board quality and safety committee Reports will be tabled in March and September of each year.	30/09/2021	Yes		Thematic analysis has occurred with less serious incidents related patient identification errors and consumer feedback. Further analysis of serious and less serious incidents post VHIMS update in March 2022. ISR1s, ISR2s and ISR3+4s will be analysed for the year of 2021 to determine common themes or clusters relating to clinical service or unit and common cause or contributing factors and reported in April 2022	30/06/2022	In progress	
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	16	Identify and address factors contributing to delays in completing serious incident recommendations.	Yes	Continue with the realigning of the CSI and developing capability and skill sets. Review if this has been affective in the achievement of this action plan.	31/03/2022	Yes		Agreed management actions specified at time of tabling still relevant	31/03/2022	In progress	
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	17	Include impact assessments as a standard requirement of action plans following serious incident investigations, and provide guidance to staff on appropriate measures to assess impact.	Yes	Develop a way of flagging if casual or contributing factors reoccur. Consider how we might measure impact of an action. Add impact assessments as a standard requirement on action plans template. Consider the guidance required to staff on appropriate measures to assess impact.	30/11/2021	Yes		Outcome measure with guidance added to the clinical investigation template.	30/06/2022	In progress	
Ballarat Health Services	Clinical Governance: Health Services	2020-21	24/06/2021	18	Report the results of impact assessments in serious incident action plans to their board quality and safety subcommittees so they can be assured that recommendations have been effective.	Yes	Add these items in action 17 to the Risk Reduction Action Plan that is tabled at board quality and safety committee.	31/10/2021	Yes		Added to the Risk Reduction Action Plan that is tabled at board quality and safety committee	30/06/2022	In progress	

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Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	6	Expedite implementation of Di gital Health's 72 cybersecurity controls (see Section 2.3)	Yes	A full review of BH's maturity against each of the 72 controls is currently in progress with an updated plan to adress gaps in implementation being developed	Not specified	Yes		A roadmap has been developed to address the now recommended 31 cyber security controls (previously 72 cyber security controls). In developing the roadmap, an audit and benchmarking of existing controls to 31 cyber security controls was undertaken. The roadmap to maturity Level 1 is made up of twenty-five (25) work packages spread across four (4) tranches of work. Work packages vary in complexity. The first tranche of work is currently underway. Benchmarking progress to the roadmap, we have completed approximately 10% towards maturity Level 1. As such, the updated target completion date of 31 December 2024, is aligned with the roadmap.	31/12/2024	In progress	
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	7	Develop and give effect to a po licy that outlines when and ho w often they will test their information and communications technology, personnel, and physical security controls to ensure they are operating effectively to protect patient data (see Section 3.3)	Yes	BH has commenced a review of all security related policies andprocedures. As a component of this review, BH will update its security controls policy to ensure compliance with Reccomendation 7.	Not specified	Yes		Cyber policies reviewed, updated and approved by the SWARH Cyber Working Group. Vulnerability scanning performed by independent third parties, with results actioned accordingly.		Complete	31/12/2021
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	9	Ensure that information and co mmunications technology staff receive regular cybersecurity training (see Section 3.5)	Yes	Cybersecurity training has been arranged for ICT staff. As a component of the security policy and procedure review, BH will ensure that appropriate procedures are in place to identify and support cybersecurity training requirements for ICT staff on an annual basis.	Not specified	Yes		Training plan developed and mandated. On-going training and testing (such as Phishing campaign) is in place.		Complete	28/02/2022
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	10	Align their information and com munications technology passw ord policies with Australian Signals Directorate guidelines (see Section 3.4)	Yes	As a component of the security policy and procedure review, BH will review its password policies and ensure alignment to the ASD guidelines	Not specified	Yes		SWARH Secure Passphrase Policy updated and approved by the SWARH Cyber Working Group in September 2021. Password complexity is enforced on a technical and policy level.		Complete	8/09/2021
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	11	Ensure they identify and risk a ssess all information and com munications technology asset s (see Section 3.4)	Yes	BH has commenced action against this recommendation and will ensure ongoing compliance through implementation of standard processes as a component of the security policy and procedure review.	Not specified	Yes		All classes of assets have been identified to a granular level, for example, to single work stations and single applications. These are grouped into logical segments (all clients, all servers, applications, websites, web application etc.). Each segment has been risk assessed. Vulnerability scanning has been performed (both internal and through independent third parties). Vulnerability scanning is an example of testing of web-services, which present a more immediate risk due to their exposure to the internet. Remediation and patching is performed in a controlled manner with risks assessed via CAB. Finance and Corporate infrastructure risks are also tracked on a Risk Register.		Complete	31/12/2021
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	12	Implement multi-factor authentication for inform ation and communications technology staff and administr ator accounts (see Section 3.4)	Yes	BH is currently reviewing their identity access and management policies, procedures and tools and will emsure that capability for MFA for ICT staff and administrator accounts is a core component of the future roadmap.	Not specified	Yes		Multi-factor authentication ("MFA") remains in place for Administrator accounts. A work package which expands MFA adoption within the organisation exists within the Cyber Program of Work and is a specific addressable requirement within Digital Health's 31 controls. This will result in the	30/06/2023	In progress	

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											progressive implementation of MFA. As such, the updated target completion date of 30 June 2023, is aligned with the progressive implementation of MFA.			
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	13	Conduct annual user access re views to ensure that only relev ant staff have access to digital patient data (see Section 3.4)	Yes	As a component of the review of identity access and management policies, procedures and tools, BH will implement robust processes to review appropriateness of access to digital patient data.	Not specified	Yes		User Access Control Policy is in place. Access requests are assessed and tracked via VFIRE. A lower-level design document for Network segmentation, including information and data segmentation has been completed in advance of a scheduled uplift project.		Complete	20/09/2021
Barwon Health	Security of Patients' Hospital Data	2018-19	29/05/2019	14	Develop processes to monitor whether all third-party vendors are complying with data security requirements (see Section 4.3)	Yes	As a component of the security policy and procedure review, BH Are currently implementing processes to monitor third-party vendor compliance with data security requirements	Not specified	Yes		Barwon Health Policy, along with key aligned document has been developed. This document is due for review, and will be expanded to cover SWARH (where applicable). A real-world audit of vendor access was performed during 2021. Accounts that did not meet policy requirements were disabled over period July to September 2021. The Cyber Program has subsequent items to continue to address Vendor Management in response to emerging technologies (Cloud, IoT etc).		Complete	30/09/2021
Baw Baw Shire Council	Reporting on Local Government Performance	2018-19	23/05/2019	6	Develop, monitor and report on performance indicators specific to their own services and community needs (see Section 3.2)	Yes	Review the performance indicators for our services as part of our existing service planning and review program, particularly with regards to outcome indicators.	Not specified	Yes		Council's new Council Plan was developed following a process of deliberative community engagement for the new Community Vision, which identified the key aspirations of the community for the future. Key performance indicators were reviewed to ensure alignment to the vision and new Council Plan objectives.		Complete	27/10/2021
Baw Baw Shire Council	Reporting on Local Government Performance	2018-19	23/05/2019	7	Ensure strategic indicators in their annual reports communicate the outcomes of services for the community (see Section 3.2)	Yes	Review the performance indicators for our services as part of our existing service planning and review program, particularly with regards to outcome indicators.	Not specified	Yes		Council's new Council Plan was developed following a process of deliberative community engagement for the new Community Vision, which identified the key aspirations of the community for the future. Key performance indicators were reviewed to ensure alignment to the vision and new Council Plan objectives. These new outcome measures come into effect in the 2021/22 year Annual Report.		Complete	27/10/2021
Baw Baw Shire Council	Reporting on Local Government Performance	2018-19	23/05/2019	8	Regularly report performance information to council decision-makers (see Sections 2.3 and 3.2)	Yes	Identify opportunities for further improvements to our quarterly performance reporting practice.	Not specified	Yes		Although Council aims for continuous improvement in its services, we have carried out a review of our performance reporting practice and implemented identified actions. Longer term we will also be reviewing our performance reporting systems as part of a larger IT Roadmap project.		Complete	28/02/2022
Baw Baw Shire Council	Reporting on Local Government Performance	2018-19	23/05/2019	10	Improve the accuracy of Local Government Performance Reporting Framework data by implementing effective quality assurance processes (see Section 2.3)	Yes	Continue to develop internal processes, guidelines and quality assurance processes to improve the quality of our performance reporting.	Not specified	Yes		Council has developed an internal reporting manual, procedures and quality assurance processes particularly associated with year end processes. Longer term we will also be reviewing our performance reporting systems as part of a larger IT Roadmap project.		Complete	28/02/2022

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Borough of Queenscliffe	Reporting on Local Government Performance	2018-19	23/05/2019	6	Develop, monitor and report on performance indicators specific to their own services and community needs (see Section 3.2)	Yes	Council currently reports on some indicators beyond LGPRF and will continue to develop this as necessary.	Not specified	Yes		Management actions specified at tabling still relevant	31/10/2021	In progress	
Borough of Queenscliffe	Reporting on Local Government Performance	2018-19	23/05/2019	10	Improve the accuracy of Local Government Performance Reporting Framework data by implementing effective quality assurance processes (see Section 2.3)	Yes	Standard Operating Procedure to be developed for use by program leaders, who will then have a greater role in managing their section(s) of LGPRF, leading to financial services team being focussed on quality assurance.	1/05/2019	Yes		Management actions specified at tabling still relevant	30/06/2021	Complete	20/12/2021
Box Hill Institute	Enrolment Processes at Technical and Further Education Institutes	2019-20	11/09/2019	6	Promptly report all non-compliances with the vocation al education and training funding contract identified in internal audits to the Department of Education and Training (see Section 4.4).	Yes	Box Hill Institute will endeavour to promptly report any non-compliance with the vocational education and training funding contract identified in internal audits ta the Department of Education and Training.	Not specified	Yes		Reporting of non compliances with the contract to the Department of Education and Training will be bi annual before 30th June and 31st December in line with semester based enrolments and the annual internal audit schedule.	30/06/2021	Complete	14/12/2021
Buloke Shire Council	Council Libraries	2019-20	13/11/2019	4	Investigate ways to achieve cost-efficiencies such as through alternative library service delivery models, shared service arrangements or outsourcing (see Section 3.6)	Yes	4.1 Investigations seeking further efficiencies will be a key part of the Service Plan. Council will enact three yearly monitoring to ensure efficiencies are being captured.	29/02/2020	Yes		• Ongoing assessment of site operation across the LGA. 2021 site agreement review led to some adjustments Eg; site opening hours extended negotiation with site to open daily utilising site staff. No adjustment to site agreement costing. Assessing opening hours based on patronage at out of hours periods. Site agreements will continue to be the subject of discussion and refinement. • Further efficiencies in use of the library mobile van. State library funded Health and Wellbeing project built collaboration with local Health Services and outreaching service providers providing effective community engagement across the LGA's 10 rural communities. Living Libraries funding has supported modifications to library van accessibility. • Enhancement of digital collection and development of Facebook presence. This approach has extended the reach of the library without the requirement of expensive infrastructure. Buloke library will be expanding this aspect of the service. • Buloke library service has engaged the community through the Victorian Public Library Users Survey. This allows us to test our current service delivery model and respond to opportunities for enhancement.	23/12/2022	In progress	

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Cenitex	Cenitex: Meeting Customer Needs for ICT Shared Services	2019-20	17/10/2019	1	Strengthen its performance framework by: -agreeing service level measures and targets with customers that are relevant and appropriate to contemporary performance expectations -monitoring and reporting performance against these, including assessing performance trends over time -periodically reviewing and resetting service level measure and targets where necessary -documenting the basis for service level targets (see Section 2.2)	Yes	CenITex commissioned an independent review of its service level agreements (SLAs) in late 2018. With the conclusion of the performance audit, CenITex is reviewing its performance framework, incorporating the recommendations of both the independent CenITex commissioned review and the VAGO report.	Not specified	Yes		Cenitex has revised its service level measures and documented targets. The final service level measures were agreed upon with customers in April 2020 and the final customer consultation on service level targets was completed in November / December 2021. The new service level targets were in place from 1 January 2022. Reporting is ongoing to allow assessment of performance trends over time. Following best practice, the new SLA targets were based on market analysis and past performance. This is now scheduled as an annual activity to ensure that targets are continually assessed and updated. New targets were agreed with customers and formally communicated in the week commencing 13 December 2021. The Cenitex Service Level Definition Guide provides a summary of the targets and details the rationale and scope of each measurement.		Complete	17/12/2021
City of Casey	Reporting on Local Government Performance	2018-19	23/05/2019	8	Regularly report performance information to council decision-makers (see Sections 2.3 and 3.2)	Yes	Casey will continue to report on performance against the LGPRF mid-year and end of year to Councillors and Executive Leadership Team (ELT). Casey will also continue to report on performance through the Balanced Scorecard report to ELT quarterly. Review indicators within the balanced scorecard with a view to incorporating LGPRF indicators where these provide a more meaningful measure of service performance outcomes.	30/09/2019	Yes		Quarterly and annual performance processes with the relevant information are in place and continue to improve as new information, metrics and data is available for analysis against performance.	1/06/2021	Complete	1/06/2021

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City of Darebin	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	1	Revise their governance and policy guidance for asset investment decision-making to ensure that it is evidence-based (see Section 3.2)	Yes	Darebin will re-establish its Asset Management Steering Committee to oversee the delivery of key priorities that are aligned with the recommendations arising from the VAGO audit. Darebin is developing a new Asset Management Policy and Strategy. The policy and strategy will provide principles and guidance that support evidence-based decision-making, particularly with regard to capital and operational planning. These documents will also align with other relevant policies and processes, such as those relating to risk and financial management. Darebin is establishing a financial sustainability policy and framework. This policy and framework will outline a holistic approach to the integration of all funding decision-making processes.	31/03/2020	Yes		The Asset Management Steering Committee was re-established in 2020 to oversee the development of the Asset Management Policy and Asset Management Strategy. This Committee will also oversee the development of the 10 year Asset Plan required by the new LG Act 2020. The draft Asset Management Policy and Strategy were endorsed by the Executive Management Team in October 2020 and presented to Council at its meeting on 22 February 2021 for endorsement to proceed to community consultation. Council resolved to defer the Asset Management Policy and Asset Management Strategy until after the new Council Plan for 2021-25 is established, which will be informed by the Community Vision and 10 year Financial Plan required by the new Local Government Act 2020. With the Council Plan, Community Vision and 10 yr Financial Plan scheduled for consideration at the 28 June 2021 Council meeting, the earliest that the Asset Management Policy and Strategy can be presented again will be in August 2021 for endorsement to proceed to community consultation. Following consultation, the Strategy and Policy will be presented to Council at its October meeting for adoption. The Asset Management Steering Committee continues to oversee the delivery of key priorities for Asset Management across the organisation as an organisation-wide framework. The proposed Financial Sustainability Policy has been superseded by the development of the 10 year Financial Plan as required by the new LG Act 2020. The draft 10yr Financial Plan was endorsed by Council on 8 April 2021 to proceed to community consultation and deliberative engagement. The final plan will be presented to Council for adoption on 28 June 2021. Planning has also commenced for the development of the 10yr Asset Plan that is required by the new LG Act 2020 to be in place by 30 June 2022.	31/10/2021	In progress	
City of Darebin	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	2	Clearly determine and document the information that they need for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements needs are met (see Section 2.3)	Yes	In parallel with the development of the Asset Management Strategy, Darebin will develop an Asset Data Framework that identifies roles and responsibilities, the information required for each asset class, regulatory and statutory obligations, and validation processes. DRFA requirements will also be outlined. Darebin is developing a full suite of asset management plans and these plans will incorporate the relevant asset information requirements, in line with the Asset Data Framework. Priorities for 2019-20 include the finalisation of a new Road Asset Management Plan and the development of Drainage Asset Management Plan (Rain	30/06/2020	Yes		Council has developed documentation of the information required for effective asset management reporting and decision making through the Asset Management Policy and Strategy. These will be presented to Council at its August 2021 meeting to proceed to community engagement before being presented to Council for adoption in October 2021. Following adoption of the Asset Management Policy, Asset Management Strategy and Asset Management Roles and Responsibility Framework, these documents will be used in developing the Asset Data Framework as part of the Asset Management System configuration. The Asset Management Data	30/06/2022	In progress	

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							Management Plan) and Building Asset Management Plan.				Framework will be a flexible framework allowing the Council to improve its data management as our IT systems mature. This work is planned to be supported by an additional Project Officer funded through the Draft Budget 21/22 which will finalise the Asset Management Data Framework as a core requirement.			
City of Darebin	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	3	Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information (see Section 2.4)	Yes	Darebin has commenced the implementation of a more systematic approach to asset data collection. Significant condition data projects are underway for footpaths and parks and open space assets. As an immediate priority, Darebin will establish criteria to determine asset criticality and identify data requirements in line with the criticality assessments. The asset criticality criteria and associated information requirements will be included in asset management plans.	30/06/2020	Yes		The Asset Management Data Framework is in development, but has been delayed due to resourcing change and challenges. The identification of Asset Management roles and responsibilities is in draft and expected to be finalised by 31 May 2021. The framework document is with the Asset Management Steering Committee for review. Post approval of the Asset Management Policy, Asset Management Strategy and Asset Management Roles and Responsibility Framework, these documents will be used in developing the Asset Data Framework as part of the Asset Management System configuration. The Asset Management Data Framework will be a flexible framework allowing the Council to improve its data management as our IT systems mature with the introduction of a new Asset Management System in IT priorities for 21/22. This work is reliant on the Project Officer role being approved for Asset Management Improvements for 2021/22 and is also reliant on the configuration and implementation of the Asset Management System within the Asset Planning Unit.	30/06/2022	In progress	
City of Darebin	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	4	Integrate asset management information systems so staff can easily record and access data to enable analysis for planning and decision-making (see Section 2.6)	Yes	Darebin will undertake a comprehensive review of its systems to identify opportunities to streamline its key asset information management functions. The outcomes of this review will inform future actions relating to system acquisition or integration. In conjunction with the system review, Darebin will assess its existing asset data sets and undertake data cleansing, in preparation for integration or migration to a new system.	30/12/2019	Yes		The establishment of a new Asset Management System has been delayed due to other IT priorities moving this from 2019/20 to 2021/22. An Asset Management System (Assetic) is currently being trialled by departments in the Operations and Capital Division. A new Asset Management System forms part of the IT priorities for 2021/22 and $200k has been allocated within the budget to deliver this new system. This new system will follow the implementation of a core improvement toward integration of Council's systems through the new integrated Finance System which goes live on 1 July 2021. The Asset System will follow to procure a system that integrates with this new Finance System as a priority to improve integration of corporate systems and establish a common approach to Asset Data.	31/12/2022	In progress	
City of Darebin	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	5	Identify their critical assets, and the potential risks of their failure, to inform investment priorities (see Section 3.4)	Yes	Darebin will work with its internal auditors to apply the asset criticality criteria to identify its critical assets. Risk assessments will be undertaken on these assets to understand their potential for failure and the resulting business continuity implications.	30/12/2019	Yes		Updated building condition data has been subsequently collected. Updated open space / parks asset and condition data has been subsequently collected.	30/06/2023	In progress	

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City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	1	set and document timeframes to survey the condition of sealed and unsealed road networks with consideration of Australian Road Research Board's Best practice guide for sealed roads 2020 and Best practice guide for unsealed roads 2020 (see Section 2.1)	Yes	The City of Greater Bendigo (CoGB) documents the timeframes for both sealed and unsealed road condition inspections in its "Asset Valuation and Revaluation Policy. When this policy is reviewed the existing documented timeframes will be reviewed with consideration of ARRBs best practice guidelines	1/11/2021	Yes		Frequency of the City of Greater Bendigo's (the City) condition inspections for each asset group is outlined within its Asset valuation and Revaluation Policy. For both sealed and unsealed roads the City collects condition data over a 3-year Period with 33% of each road network inspected annually. This schedule is consistent with the recommendations within the ARRB best practice guidelines which nominates 1-5 year cycles for unsealed roads and 3–5 years for sealed roads.	30/03/2022	Complete	30/03/2022
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	2	review road surveying methods and consider options to incorporate technologically advanced surveying equipment (see Section 2.1)	Yes	CoGB will review the current visual road surveying practices and documentation to ensure consistent and repeatable data collection is being obtained using the current visual survey technique. The benefits and costs associated with use of alternative road surveying techniques will be explored and compared with t he current visual survey techniques.	1/12/2021	Yes		The City's current visual condition inspections are undertaken by experienced staff with the assistance of an internally developed guideline for visual Inspection. The City monitors industry forums and knowledge bases on an ongoing basis to identify potentially suitable existing and emerging technology opportunities to enhance condition surveying practices. Any selection and implementation of such technology opportunities will be evaluated based upon anticipated cost/ benefit to determine its viability/usefulness and will need to be submitted as a business case for potential funding through the City's internal financial processes. It is believed that current visual practices and allocated resources remain accurate and cost effective at the present time and will continue to identify adequate condition data to facilitate effective asset management planning.	30/03/2022	Complete	30/03/2022
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	3	review specifications of current predictive modelling software for roads and evaluate the need to procure, or jointly procure with other councils, an alternative software that integrates with other key council systems and is fit-for-purpose (see Section 2.1)	Yes	A response to this recommendation has commenced with additional staff resources engaged to consider alternative predictive modelling software that best suites the organisation. A review of the existing software will be undertaken along with evaluation of alternative software. If a change in software is recommended, then this will be considered by Council as part of the preparation of future budgets.	1/11/2021	Yes		The City currently utilises the Moloney Predictive Modelling system to forecast renewal allocation requirements for local roads. An additional staff member joined the City's Strategic Capital Management team in 2021. This role is principally managing implementation of an organisational Project Management System as a priority. Once this work is complete, the role will investigate potential alternate predictive modelling systems in consultation with other partners across the local government sector. The City maintains an existing comprehensive asset management system which facilitates effective data management for all classes. We will be seeking to complement this system as well as the newly introduced project management system, through incorporation or development of either a fully integrated or third-party predictive modelling solution. Full completion of this item unlikely until Dec 2023.	31/12/2023	In progress	

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City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	4	provide communities with detailed information on service levels for road maintenance and collect their feedback at least once every two years (see Section 2.2)	Yes	Engagement of the community in matters of Council maintenance has been a challenge for the sector for many years. Currently the review and adoption of changes to Councils Road Management Plan has required public consultation. However typically the level of interest and input from the community has been low. With unsealed roads, the ability to meet service standards is particularly challenging due to weather impacting on the ability to undertake maintenance treatments that are long lasting at certain periods during the year. The CoGB will engage with the community through the current review of the RMP and broader development of the Community Plan. Further development of a communication strategy for community engagement in relation to road maintenance will be developed.	1/02/2022	No	This requirement seeks to impose a review timeframe of Councils RMP which exceeds statutory obligations as set out within section 8 of the Road Management (General) Regulations 2016. The City believes that a 4 year review cycle in accordance with the Regulations is satisfactory however acknowledges that greater community participation in this review process is required in the future in accordance with its community engagement policy. Section 8 of the Road Management (General) Regulations 2016 (the Regulations) stipulates that a Council must commence a review of its Road Management Plan (RMP) every 4 years and have completed said review within a 5-year period from the last date of adoption. The RMP sets out the minimum service levels which the community can expect for maintenance / hazard rectification activities across the local road network. In accordance with the Regulations, Officers have conducted a review of the current RMP provisions and anticipate presentation of a formal Council report to seek approval of the amended RMP later this year. Further to the RMP, the City also maintains a Road Asset Management Plan (RAMP) which is scheduled for review later this year. The RAMP details broader service level principles for local road asset management including detailed financial modelling based upon defined service levels. Like the RMP, the RAMP will undergo a review cycle every four years and incorporate community engagement in accordance with the City's Community Engagement Policy. It is noted that 'Engage and deliberate with the community on key service level and asset management issues' is a key Strategic Improvement Initiative proposed in the City's			Discontinued	

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										Draft Asset Plan that was endorsed by Council on 28 March 2022. This will see deliberative engagement undertaken with community members in line with future integrated strategic planning undertaken by the City. The work will establish community expectations and feedback on a range of asset service levels, including local roads. As such it is anticipated that when undertaking the next review iteration of the RMP and RAMP, deliberative community engagement will be applied. It is considered that the above 4-5 yearly cycle for review and community engagement on these operational strategies/plans is appropriate and in accordance with current legislative requirements. As such the recommendation to accelerate such reviews to a 2 yearly cycle is not supported due to the resource impost and limited operational benefit derived.				
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	5	set unit rates for reactive maintenance to: - determine the adequacy of planned maintenance in reducing reactive maintenance costs - compare costs of different road maintenance activities (see Section 2.3)	Yes	CoG B has costs for a range of maintenance treatments. These treatments are evaluated by experienced engineering staff however it is recognised that benefits could be achieved by improved evaluation and documentation of the planned maintenance treatments Linking routine maintenance costs with planned maintenance treatments is a challenge for individual councils given the variables and timeframes associated with gaining data. CoGB will continue to rely on industry information such as that produced by ARRB and evaluation by experienced engineering staff. Information is known regarding the quantity and location of reactive maintenance works. COGB will explore options to better record the costs of reactive maintenance treatments by type and asset to produce unit rates for the types of reactive maintenance works and assist in quantifying the cost of reactive maintenance works.	1/12/2021	Yes		The City's works management and financial systems are not currently configured to enable capture and analysis of specific costs for individual reactive maintenance activities and treatments. Whilst the location and quantity of maintenance treatments are captured, the ability to interrogate corresponding financials has not yet been achieved for each job/project. General unit rates are available for the majority of current maintenance activities using first principal costings and average annual expenditure. It is recognised that opportunity exists to further develop/enhance current works management and financial systems to enable better tracking of maintenance investment over time. This will subsequently support analysis and consideration of the effectiveness of planned maintenance activity in reducing reactive works demand e.g. planned maintenance grading program. Such changes will require investment in the City's technology systems as well as changes to staff operational procedures (including further staff training). This investment is considered to be a comparatively lower priority against other operational reviews/initiatives at this time however will continue to be considered in the	30/06/2023	In progress	

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											future. Recognition of maintenane impost is also built into current capital work planning/prioritisation processes and will also benefit from future financial analysis to verify current intervention settings for asset renewal.			
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	6	record and maintain road condition data for its unsealed road network (see Section 2.1).	Yes	As outlined in the report, CoGB currently undertake this task and will continue to do so in accordance with the current inspection timelines.	Not specified	Yes		Refer to response provided to audit recommendation No. 1. The City has established and periodically updates its register of unsealed local roads. This asset register includes condition data which is subsequently used to inform development of annual and long-term capital works programs.	30/03/2022	Complete	30/03/2022
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	7	ensure data reported to Victorian Local Government Grants Commission and as part of the Local Government Performance Reporting Framework is accurate by: - complying with relevant instructions - establishing quality assurance processes over data collection and submission - periodically reviewing data to identify errors (see Section 3.1)	Yes	Quality Management procedures are in place for the preparation of data to other authorities. These procedures will be reviewed and updated as appropriate.	1/06/2021	Yes		The City maintains a Performance Reporting – Local Government Performance Reporting (LGPRF) Policy which provides an overview of its commitment to the LGPRF. When preparing its annual LGPRF submission, the City seeks to comply with all relevant Local Government Victoria (LGV) instructions. The City maintains active quality management procedures for data capture and review. Quality Management procedures are in place for the preparation of LGPRF data and are reviewed and updated as required.	30/03/2022	Complete	30/03/2022

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City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	8	identify, collect and internally report on data necessary to understand whether the council is achieving long-term value for money in road maintenance, including: - expenditure on planned and reactive maintenance - use of different seal types - amount of resealing completed (see Section 3.1)	Yes	CoGB has a range of information that can be further evaluated to meet the recommendation. As highlighted above much of this work is being undertaken as part of management of the road network however the value of additional evaluation and reporting is recognised.	1/12/2021	Yes		The City maintains extensive records of the location and nature of both planned and reactive maintenance/capital works which it performs throughout the local road network. Real time industry costs for various surface treatments (I.e. different sealing and asphalt treatments) are obtained annually, and subsequently inform capital/reactive works delivery and asset revaluations. Detailed data regarding quantity and cost of both capital and maintenance works is also captured through various maintenance, capital planning and financial systems operated by the City. Consideration and analysis of the value for money and operational effectiveness which various engineering treatments offer within with respect to both renewal and period maintenance activities is ongoing.	30/06/2023	In progress	
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	9	undertake self-assessments of the cost of road maintenance against similar councils by: - using publicly available data from Victorian Local Government Grants Commission and the Local Government Performance Reporting Framework - incorporating detailed analysis of factors such as traffic volume and road surface to understand whether costs are commensurate with community needs (see Section 3.1).	Yes	As highlighted in the report the quality of data along with variations between Councils in relation to a wide range of variables such as traffic volumes, maintenance treatments, asset condition, etc make it difficult to compare councils based on the available data. The City will review the available benchmark data, but greater benefit is seen by the ongoing review of internal processes to ensure that the most appropriate and cost effective planned and reactive maintenance is undertaken	1/07/2021	Yes		The City continues to provide relevant operational data as part of its LGRF submission and subsequently compares its performance against similar councils using various maintenance and capital works indicators. Periodic review of productivity and costs associated with local road maintenance activities is also undertaken, including seeking out benchmark data for comparable services within the Local Government Sector. By way of example, the City is currently undertaking a review of its gravel road maintenance service levels, delivery methodologies, productivity, and costs. This includes a comprehensive internal review as well as benchmarking against other comparable councils. Where such reviews are being undertaken, several data sources are being relied upon including internal financial and maintenance records as well as available operational data e.g. traffic counts and condition data.	30/06/2023	In progress	
City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	11	collect and retain data on compliance with timeliness standards in road management plans (see Section 3.2)	Yes	CoGB has a comprehensive and complete data base of RMP compliance regarding timelines defined in the RMP. This information is available to supervising staff in real time.	Not specified	Yes		The City maintains a comprehensive and complete data base of defect identification, rectification and planned maintenance activities, including achievement timelines which enable measurement against defined standards within the RMP. This information is available to supervising staff in real time and is largely contained within the works management system. A series of analytical reports are also prepared by the Asset Management team for management review monthly.	30/03/2022	Complete	30/03/2022

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City of Greater Bendigo	Maintaining Local Roads	2020-21	17/03/2021	12	establish performance measures for road management plans and use them to annually review performance and the practicality of standards set out in the plans (see Section 3.3).	Yes	The CoGB RMP contains comprehensive performance measures and also specifies measures and also specifies use them to annually that the reviews of these performance measures be undertaken quarterly and annually. This information is automatically generated into reports that are presented to and discussed with Senior Management at the quarterly and annual meetings.	Not specified	Yes		Officers have recently undertaken a review of the City's RMP and have not identified any requirement for material amendments to the standards outlined therein. Current RMP inspection and defect rectification standards are deemed reflect an appropriate balance between managing risks across the local road network achieving financial and operational sustainability, based upon current resource availability. A further service level review is currently in progress, specifically focusing upon the unsealed local road network. This review will incorporate further analysis of RMP compliance as well as detailed assessment of proactive maintenance grading activities.	31/12/2022	In progress	
City of Stonnington	Local Government Insurance Risks	2018-19	25/07/2018	6	In consultation with the Municipal Association of Victoria, obtain an understanding of Liability Mutual Insurance's ability to call on its members for funds and assess the impact on their respective council (see Section 3.4)	No	Not specified	Not specified	Yes		Council has consulted with the Municipal Association of Victoria (MAV) and has an understanding of the process whereby LMI may call on its members for funds.	4/02/2022	Complete	8/02/2022
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	1	Revise their governance and policy guidance for asset investment decision-making to ensure that it is evidence-based (see Section 3.2)	In principle	Agreed, Council needs to develop a Capital Works Allocation Policy which will outline a list of guiding principles for the allocation of Council funds. This will use service level information to determine and define the principles which will be used to assess the suitability of projects proposed for the Capital Works Program.	31/12/2021	Yes		Council has drafted asset recognition rules which classifies what the recurrent costs for operational and capital expenditure are by asset class. This will enable Council to have a consistent approach to the budgeting and costing of assets as well as monitor and manage their performance over time. Council has produced Asset Management Plans for six asset classes and all have been presented to the Executive Management Team for review and approval. These will be updated to align to the current draft budget 2022-23 and will be presented to the Audit Committee in 2022. Council has developed a draft Asset Plan to fulfil its obligations under the Local Government Act 2020. The draft Asset Plan for will presented for formal endorsement on 27 April 2022 and placed on public exhibition before being considered as a final document by Council in June 2022. Council has also developed and exhibited two draft capital investment policies in late 2021 and will consider these for formal adoption in 2022. These policies will provide a strategic framework for investment of Council funds and partnership funding, with a focus on outcomes that work towards achieving Council's strategic plans.	16/02/2023	In progress	

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Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	2	Clearly determine and document the information that they need for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements needs are met (see Section 2.3)	In principle	This involes multiple actions: 1. the adoption of a data standard which highlights the attributes, type and format of data Council will store in its asset registers. 2. the implementation of a new asset handover process which ensures constructed or donated assets are tansferred for capitalisation from the assets and finance departments.	1/03/2021	Yes		Council has adopted the A-Spec data standard and incorporated this into the corporate asset register. As well as implemented a new asset handover process where the project managerment and development engineering departments hand over assets with all the asbuilt information to ensure it is captured in the asset register. These two processes are currently in the process of being documented.	31/10/2021	In progress	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	3	Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information (see Section 2.4)	In principle	Agreed, Council conducts its data collection through the condtion assessment exercises. Council has documented condition assessment methologies but these are not nessessarily dependant on the criticality of the asset. Work needs to be done to identify critical assets for each asset category through service planning.	1/06/2021	Yes		Council has documented methodologies for condition assessments, these have information on the type of data being collected and the format. The criticality of the assets are yet to be determined because the service planning is yet to be progressed in Council. This will instead be progressed through the AMP workshops designed to build service levels into the long term capital works programs	31/07/2021	In progress	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	4	Integrate asset management information systems so staff can easily record and access data to enable analysis for planning and decision-making (see Section 2.6)	In principle	Agreed, Council currently does not have integration between the GIS and the asset register. Council does not have integration between the asset register and maintenance management system. These systems need to be integrated to ensure the information is retrievable by the organisation.	31/07/2022	Yes		Council has not started this task, as it was in the middle of transitioning into a shared services contract with Brimbank City Council for its GIS services. The GIS team at Brimbank are upgrading the outdated existing system, once the new system has been implemented, the integration between the GIS, asset register and maintenance management system can begin.	31/12/2022	In progress	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	5	Identify their critical assets, and the potential risks of their failure, to inform investment priorities (see Section 3.4)	In principle	Agreed, asset criticality can be intitially identified through consutlation with internal stakeholders. This information can then be used to update the asset registers and prioritise the long term capital works program.	1/06/2021	Yes		Council has appointed an Asset Management Consultancy: Assetic to assist with the preparation of the Asset Managment Plans. The preparation of the AMPs will involve workshops to identify asset criticality and existing service levels. This has begun for the Building Assets.	31/07/2021	In progress	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	6	Integrate asset management planning into financial planning cycles and processes to ensure councils balance asset investment needs against their objectives and funding constraints (see Section 3.3)	In principle	Agreed, there are several points to this recommendation: 1. asset management planning, 2. financial planning, 3. investment needs 4. objectives 5. funding constraints. Asset and financial planning is an area for improvement in Council. Understanding the investment required for Council to meet its objectives and outlining the asset funding constraints is delivered through service planning. Service planning in Council has not developed to the point where these outputs can be used to feed into the asset planning.	1/06/2021	Yes		As with recommendation 6, Council will be using the existing levels of service and asset criticalities from the AMP workshops to align the long term capital works program. This program will be developed using Council's predictive modelling program with the service level and criticality inputs drafted through the workshop.	31/07/2021	In progress	

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Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	7	Evaluate their capability, including resource, skills and training to meet their identified asset management needs, potentially using the National Asset Management Assessment Framework (see Section 3.2 and Section 3.5)	In principle	Agreed, under the NAMAF, a comprehensive roles and responsibilities matrix is required to inform Council on the key stakeholders that are responsible for decisions relating to the lifecycle of an asset. These involve a breakdown of key roles: Service Planner, Asset Planner, Financial Planner, Project Planner and Maintenance Planner. As well as identifying the role of Council Officers in the decision making process for each asset type. This matrix can be used to highlight skill gaps for the roles and the trained required to address these gaps.	31/10/2021	Yes		The asset management team has created a skills matrix which identifies current capabilities and assesses whether these are adequate to achieve the responsibilities set out within the position descriptions. Development of the team was disrupted during the pandemic, and Council is currently restructuring to ensure that there is role clarity, that the team's capacity and capabilities are clear and a strategic uplift program is developed. This program will include development of systems and people to strengthen asset management capabilities in various departments.	31/05/2023	In progress	
Corangamite Shire Council	Local Government and Economic Development	2017-18	8/03/2018	7	Develop comprehensive performance measures for economic development with clearly articulated targets and benchmarks	Yes	It is noted that development of comprehensive performance measures for economic development is a sector wide issue and should be progressed in conjunction with Local Government Victoria and peak local government bodies, including through further refinement of the Local Government Performance Reporting Framework indicators relating to economic development.	Not specified	Yes		The Economic Development measures contained in LGPRF were optional and few Councils reported, including Corangamite Shire. Performance measures and benchmarks specific to Corangamite Shire Council will be included in the new Economic Development Strategy to be developed in 2021-2022. This will be completed June 2022.	30/06/2022	In progress	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	1	use findings from the Victorian Auditor-General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for council employees and workplaces (see Sections 2.1, 2.2 and 2.3)	Yes	Results of the survey will be used to inform future policy development, particularly in making them more accessible and providing greater clarity on how to report	Not specified	Yes		Agreed management actions specified at time of tabling still relevant	Not specified	In progress	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	2	collect information about the prevalence and nature of sexual harassment at least once every two years by: - conducting workplace surveys - reviewing complaints information (see Section 2.6)	Yes	The biennial employee engagement survey will include specific questions about staffs' experience of sexual harassment and other inappropriate behaviours.	1/12/2021	Yes		The survey template has been updated to include these measures. The survey will be conducted in the 2022/2023 year	30/06/2023	In progress	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	3	address the risk of sexual harassment by members of the public by: ensuring sexual harassment policies, procedures and training explicitly cover sexual harassment from the public, regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment from the public (see Section 2.4).	Yes	The next policy review will address these factors. Staff will also be advised how they can report instances of sexual harassment Councils Customer Service Charter will also be reviewed to incorporate the recommendation.	1/11/2022	Yes		A stand-alone policy has been adopted which addresses these recommendations		Complete	22/02/2022

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Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	5	introduce a standalone sexual harassment policy that: aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment—Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace; includes clear links to relevant council policies and procedures; covers the applicability of council policies to different roles and workplace settings, including councillors, customer-facing staff and members of the public; is searchable on council intranet sites or cloud software, and available in hard copy to all staff (see Section 3.1)	Yes	During the next cyclical review of the Equal Opportunity Policy , sexual harassment will be included n a dedicated policy aligned with the Commission's Guideline. We will investigate, but currently the intranet does not have the capacity for searchable docs and Council has limited resources for upgrades. Policies are also available on Council 's EDMS which does have the ability to search on document content	1/11/2022	Yes		as above		Complete	22/02/2022
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	6	introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it: - includes face-to-face or live online sessions for all staff and councillors at least once every two years (in addition to online modules) - covers safe strategies for bystander interventions - is tailored to the council's policies, procedures and workplace risk factors (see Section 3.2)	Yes	Council currently provides annual online training for staff and council lors. We will introduce biennial face-to-face training to complement the current online training, covering the minimum requirements as recommended	1/07/2022	Yes		Face to face training for staff and councillors will be conducted - pandemic permitting	30/06/2023	In progress	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	7	communicate a culture of respect in the council by ensuring leaders model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate sexual harassment (see Section 3.3)	Yes	staff are regularly remined of their obligations with regard to respectful behavior. This will be strengthened to incorporate sexual harassment. The Council and Employee Codes of Conduct require respectful behavior of all individuals, including leaders. The Employee Code of Conduct prohibits sexual harassment. Council will include similar clauses when reviewing the Councillor Code of Conduct	1/12/2020	Yes		Governance to review councillor coc. The CEO reminds staff at least annually at Christmas time and at all staff meetings. He now specifically mentions sexual harassment		Complete	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	8	encourage reporting of inappropriate behaviour by: promoting formal and informal complaint channels; allowing for anonymous complaints (see Section 4.1)	Yes	At its next review, the Complaints, Grievance and Dispute Procedure will provide for anonymous complaints. The staff newsletter will promote the Procedure and also formal and informal complaint channels.	1/07/2022	Yes		The agreed actions will be incorporated into the planned future review.	31/07/2022	In progress	

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Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	9	improve record keeping of sexual harassment complaints by: keeping complete records of all interactions relating to a complaint; documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers (see Section 4.3)	Yes	Council has commenced the implementation of a register for complaints and also a process for recording for capturing complaints from members of the public.	1/12/2020	Yes		Register has been developed and implemented.		Complete	31/01/2022
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	10	review complaint procedures to ensure they include: a requirement to inform the complainant of the outcome of the complaint, guidance on how investigators can support reluctant complainants (see Section 4.2).	Yes	Council will incorporate the recommendation in in next review of the Procedure	1/07/2022	Yes		The agreed actions will be incorporated into the planned future review.	31/07/2022	In progress	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	11	ensure councillors receive training on sexual harassment at least twice per council term (see Section 3.2)	Yes	Councillors currently complete online sexual harassment training annually.	1/06/2021	Yes		Training modules will be emailed to Councillors in July	31/07/2023	In progress	
Corangamite Shire Council	Sexual Harassment in Local Government	2020-21	9/12/2020	12	ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including: the council's employee assistance program; Councillor Code of Conduct dispute resolution processes; external complaint bodies (see Section 4.1).	Yes	CEO to discuss as part of review of Councilors Code of Conduct The options will be included in the Code as well.	1/02/2021	Yes		Considered in development of sexual harassment policy		Complete	

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Country Fire Authority	Reducing Bushfire Risks	2020-21	14/10/2020	7	Improves planning on private land to ensure risk assessments and plans are conducted consistently across public and private land to address statewide bushfire risk based on where and how they can most effectively reduce risk (see Section 2.5)	Yes	CFA notes the relationship of this recommendation to the single entity recommended by the IGEM inquiry into the 19-20 Bushfire Season (rec 4). CFA will collaborate with and support the operation of these arrangements. CFA will seek funding for continuing existing Safer Together funded resources and additional regional planning capability. These crrtical resources will allow CFA to more effectivety contribute to the development, and consistent utilisation on private land of joint agency systems. CFA notes that planning for bushfire risk mitigation on private land will need to occur in partnership with DELWP, Local Government, the community and other stakeholders. CFA will develop a project to further previous work on the current application of VFRR (and integration with other modelling tools such as Phoenix) and enhance its utility as an asset register to better inform planning (and response) to reduce risk to important private, public and community assets. CFA will review existing programs and where necessary initiate new programs (in partnership with other agencies and stakeholders) to further develop approaches for place-based planning and engaging with communities to ensure that risk and appropriate mitigation actions and shared responsibility are better understood by communrry and individuals. CFA will seek new resources to improve our understanding and datasets of private land vegetation and factors affecting potential fire behaviour and appropriate management decisions. This will improve the management of private lands for reducing risks to people, financial assets, cultural heritage and the environment.	1/12/2021	Yes		CFA has been contributing to the Office of Bushfire Risk Management. This occurs through 1) a representative on the advisory panel, 2) contribution to development of papers by the Office 3) feedback to discussion papers 4) CFA staff participating in interview panels for recruitment of staff within the office. CFA worked with DELWP and other agencies in the submission of a business case to continue the work of Safer Together and for resources funded by this program. This program has received ongoing funding which has allowed CFA to fill ongoing positions for vegetation management planning which includes areas on private land. Additionally CFA have repurposed some roles to establish a new regional coordination role. Part of this role will facilitate working more closely with FFMVic to improve integration and consistency across public and private land. Through the further development and implementation of the Joint Fuel Management Program, and utilisation of the Fuel Management System, CFA has improved is planning processes and integration of activities between CFA and DELWP. A prioritisation matrix for CFA-led treatments has been developed to align with similar processes utilised on public land. CFA has employed a business analyst to assist with scoping project needs for further development of VFRR. This is due for completion by June 2022 and will inform options for further development. Programs such as Community Based Bushfire Management and Community Fireguard have been reviewed. CFA has developed an online awareness package for workers in bushfire prone areas. A new program for protecting vulnerable people worked closely with community and stakeholder groups to improve services to individuals and communities. Improvements in program delivery have been identified that influence recruitment for vacant roles and forward work program. Linkages with research programs and other multi-agency projects are informing the design of forward work programs. CFA has appointed an additional Fire Behaviour Analyst in an ongoing role. CFA has recruited a data analyst to support research that will assist with improving our understanding of fire behaviour and decision making for planned burning and bushfire response.	1/12/2023	In progress	

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Country Fire Authority	Reducing Bushfire Risks	2020-21	14/10/2020	8	Improves its values checks by providing ongoing statewide support to regional vegetation management officers and leveraging any relevant systems or capabilities from DELWP to conduct values checks through guidance, training and ongoing funding (see Section 2.4).	Yes	CFA will seek funding for ongoing employee costs for the two advisors currently funded by Safer Together and an additional cultural heritage advisor. CFA will run periodic specialist training and professional development for field based vegetation management staff, that will improve utilisation of CFA specific systems and those managed by other agencies.	1/12/2021	Yes		CFA has received ongoing funding and appointed two advisors on an ongoing basis. CFA is still seeking funding for an additional Cultural Heritage advisor. CFA has conducted a specific program of workshops to improve knowledge for planning staff in value checking processes. CFA has worked closely with DELWP on a joint agency values checking project to improve the processes and consistency for evaluation of biodiversity and heritage values in planning for vegetation management treatments.	1/12/2021	Complete	1/12/2021
Country Fire Authority	Reducing Bushfire Risks	2020-21	14/10/2020	9	Systemically documents and publicly reports reasons why it does not complete planned burns (see Section 3.2)	Yes	CFA (in partnership with DELWP) will determine data input requirements and utilise joint systems to record planning and operational decisions for planned burns. This information will be presented in an annual fuel management report.	1/12/2022	Yes		CFA has been working with DELWP in development of changes in FMS to record decision making on proceeding with planned burns. CFA staff involved in planned burns have been briefed on the requirements and process to provide this information.	1/12/2022	In progress	
Country Fire Authority	Reducing Bushfire Risks	2020-21	14/10/2020	10	Develops financial reporting to monitor fuel management costs and estimate future costs (see Sections 2.4, 3.2 and 3.3).	Yes	CFA (in consultation with DELWP) will further develop its financial monitoring tools and determine how to integrate finance reporting and works management systems in a manner which supports efficient and timely analysis of performance and effectiveness.	1/12/2022	Yes		CFA manages a program of works and costing system to approve and monitor expenditure for fuel management works. As the joint agency Fuel Management System develops further, we will be seeking to integrate financial management within this system where practical.	1/12/2023	In progress	
Country Fire Authority	Reducing Bushfire Risks	2020-21	14/10/2020	13	DEWLP in partnership with Parks Victoria, CFA, FRV and councils as appropriate, collect empirical evidence after bushfire events to assess the effectiveness of different fuel management treatments, including planned burning, mulching, slashing and mineral earth breaks, and build an evidence base to the effectiveness of these treatments (see sections 3.2, 3.3 and 3.5).	Yes	CFA will collaborate with DELWP to establish a routine post bushfire event assessment process with a lead agency representative(s) and other resources (subject to funding) to collect and store required data for efficient and effective analysis. CFA will seek funding for ongoing employee costs for the two Fire Behaviour Analysts (FBANs) to routinely undertake that work as well as reconstruct other bushfires as a part of ongoing learning. This work will contribute to a continuous improvement process which will inform future prevention and response strategies and improve bushfire modelling.	1/12/2021	Yes		CFA has conducted 8 wildfire reconstructions over the last 18 months. These have been shared through agency forums, newsletters, learning and improvement teams, and through bushfire risk analysts and predictive services working groups and networks. With the ongoing funding for Safer Together, CFA has been able to establish one additional ongoing FBAN role to conduct this work. CFA will continue to seek additional resources to support this analysis.	1/12/2021	Complete	1/12/2021

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Country Fire Authority	Reducing Bushfire Risks	2020-21	14/10/2020	14	In partnership with councils, provide advice to government in line with the Safer Together: A new approach to reducing the risk of bushfire in Victoria policy on options to better resource the assessment of risk on private land, its treatment and activities to enforce compliance of land owners with risk-reduction treatments. (see Section 3.3).	Yes	CFA (in partnership with DELWP) will develop advice and funding requirements to continue the Safer Together implementation particularly with respect to resources and funding for bushfire risk mitigation on private land. This will include community engagement programs, planning and delivery of fuel management, and knowledge development & application. CFA (with DELWP and other stakeholders) will develop a Bushfire Management Strategy that will guide the sector in preparing and responding to bushfires in the future. With particular attention to a changing climate and population in bushfire prone areas, the strategy will support a model of shared responsibility, together with strengthened communrry engagement approaches and further development and utilisation of social and biophysical sciences to underpin actions. CFA will work with DELWP and Councils to develop an options paper regarding planning, conducting and enforcing riskreduction treatments on private land and potential legislative change. This work will be undertaken noting the recommendation 2 of the IGEM inquiry into the 19-20 Bushfire Season.	1/12/2022	Yes		CFA worked closely with DELWP, including input from Local Government, in the development of a business case for the ongoing funding of Safer Together. The Victorian Government has provided ongoing support for this program through the May 21 budget. The resources within CFA support better assessment of risk on private land, and engagement with landowners to conduct risk-reduction treatments. CFA staff have contributed to the Bushfire Strategy joint agency project team and through participation in subject matter workshops in the development of the strategy. CFA has also contributed through multi-agency working groups to the development of the implementation plan. CFA has contributed to preliminary meetings led by DELWP and DJCS who lead the Government response to the IGEM Recommendation 2 regarding the review of fuel management legislation.	1/12/2022	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	1	sets performance measures for its strategic plan, monitors progress against them and reports progress in its annual report (see Section 2.3)	Yes	CVS has commenced the development of perfromance measures for CSV's strategic plan.	31/07/2022	Yes		Management actions specified at tabling still relevant.	31/10/2022	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	2	ensures it produces an action plan and divisional plans to implement its strategic plan each year and monitors its progress against achieving them (see Section 2.3)	Yes	CSV has produced an action plan that has been endorsed by Courts Council. This plan is supported by comprehensive divisional plans. CSV is committed to continuing to produce action and divisional plans annually to ensure implementation of CSV's strategic plan. CSV has also developed reporting arrangements to track progress against divisional plans and will monitor its progress to ensure it is achieving planned outcomes.	13/10/2021	Yes		Action Plan was approved at a special meeting of Courts Council on 07/22/2021. Action and Divisional Plans have been implemented. CSV monitors these through an enterprise system with updates provided to Courts Council on a quarterly basis. Planning cycle for 2022/23 Action Plan will commence in May 2022.		Complete	31/07/2021
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	3	expands on its action plan by detailing specifics projects to reduce service duplication and increase efficiencies and has this plan endorsed by Courts Council	Yes	CSV has commenced the development of a service deduplication plan for endorsement by Courts Council	30/06/2022	Yes		Proof of Concepts, with limited remit, are underway for Financial Services and Technology Services. Plans for other services areas are under development and the work necessary to drive this impacts the initial completion date.	16/12/2022	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	4	develops a service catalogue, in consultation with jurisdictions, that defines: the services it provides to jurisdictions service delivery standards (time, cost, quality and quantity) measures to assess service delivery performance (see Section 2.4)	Yes	Not specified	31/12/2022	Yes		A Catalogue of Service for the Built Environment unit was drafted in February 2022 and has been provided to key stakeholders for input and feedback. Service catalogues will be developed for People & Culture, Information Technology Services and Finance.	31/12/2022	In progress	

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Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	5	develops terms of reference for all practice leadership groups (see Section 2.4)	Yes	Not specified	31/12/2021	Yes		CSV has five practice leadership groups. All five groups have endorsed terms of reference.		Complete	31/12/2021
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	6	develops an implementation plan that outlines the timeframes, budgets and sequencing required to deliver the Strategic Asset Plan 2 (see Section 2.5)	Yes	Implementation planning is underway	30/06/2022	Yes		Management actions specified at tabling still relevant.	30/06/2022	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	7	reviews its charter every two years to ensure its ongoing relevance, and alignment with its strategic priorities for Court Services Victoria (see Section 3.1)	Yes	Courts Council's charter was reviewed and mended in June 2021. The revised charter requires that it be reviewed every two years. The next review is to occur by June 2023.	30/06/2023	Yes		The next review of Courts Council's Charter is scheduled to occur by June 2023.	30/06/2023	Complete	23/06/2021
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	8	assesses its performance annually (see Section 3.1)	Yes	Courts Council's charter was amended in June 2021 to require it to assess its perfromance at the conclusion of each calendar year.	28/02/2021	Yes		Courts Council is currently undertaking its 2021 performance assessment. The 2022 performance assessment is to be undertaken in December 2022.	Not specified	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	9	annually reviews the documented roles and responsibilities of each element of its governance structure to ensure it is kept up to date (see Section 3.1)	Yes	A comprehensive review of governance structures was completed in 2021. CSV will next review its Accountabilities Table in June 2022.	30/06/2022	Yes		The next annual review of the Accountabilities Table will occur in June 2022.	30/06/2022	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	10	ensures that all of its committees annually assess their performance (see Section 3.1)	Yes	All committees have terms of reference which require they assess their performance annually.	30/06/2022	Yes		All Court Council's committees will have completed annual self-assessments by June 2022.	30/06/2022	In progress	
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	11	embeds its organisational risk profile into its operations by: reporting against it quarterly, updating it quarterly, annually reviewing its approach to risk reporting and its risk management roles and responsibilities to ensure they provide effective oversight of risk management (see Section 3.2)	Yes	The recommendations are already part of the risk management framework and will be carried out over the relevant time frames.	30/06/2022	Yes		The Organisational Risk Profile is updated and reported on a quarterly basis. The next annual review of the CSV Risk Management Policy and Framework is currently in progress.	30/06/2022	Complete	28/07/2022
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	12	tracks its progress in implementing recommendations from external reviews (see Section 3.2)	Yes	Not specified	31/12/2021	Yes		All relevant recommendations will be recorded in an enterprise system, a senior officer will hold accountability for implementation and oversight reports will be provided to Courts Council and other governance bodies.		Complete	31/12/2021
Court Services Victoria	Administration of Victorian Courts	2020-21	13/10/2021	13	in consultation with the Department of Treasury and Finance, develops Budget Paper 3 measures that assess Court Services Victoria's contribution to the courts output (see Section 3.3).	In principle	Accepted in principle, noting that any amendment to Budget Paper 3 measures is a matter for Government.	31/12/2022	Yes		CSV has commenced this work, with a paper progressing to Courts Council in Quarter 4 2021-22. Completed measures will take longer to deliver than first anticipated.	30/06/2022	In progress	

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Department of Education and Training	Early Years Management in Victorian Sessional Kindergartens	2020-21	15/10/2020	1	when finalising the Monitoring and Improvement Framework, ensures that: - it clarifies the framework's purpose, how it will use it and any public reporting requirements it has - it enables fair assessment of individual Early Years Management organisations in meeting the Early Years Management Policy Framework's objectives and outcomes - it enables benchmarking of Early Years Management organisations in meeting the Early Years Management Policy Framework's objectives and outcomes - it enables overall assessment of the Early Years Management sector at the regional and statewide levels in meeting the Early Years Management Policy Framework's objectives and outcomes - its core requirements and key indicators have clearly specified data sources, business rules and targets that allow it to fairly assess achievement - it establishes baseline performance levels so it can assess improvement over time where appropriate (see Section 2.2).	In part	Propose a new output performance measure, to improve transparency and accountability, for inclusion in Budget Paper No. 3 and DET Annual Reports. In consultation with the sector, finalise the EYM Monitoring and Improvement Framework, which will be designed to provide a contextualise d assessment of service delivery at the provider level, in order to guide and monitor EYM service delivery and facilitate continuous organisational improvement. This process will consider, where practical, issues around sectoral composition and relevant benchmarking given sector diversity. Develop and implement a set of measures derived from the Monitoring and Improvement Framework suitable for assessing system level progress against the EYM Policy Framework's objectives, noting issues with performance measurement and attribution and the limited number of sources available to inform potential Monitoring and Improvement Framework reporting. Develop an EYM annual data profile template to inform monitoring and performance improvement discussions with EYM providers based on agreed data sources. The annual EYM data profile will include time-series data to facilitate monitoring of improvement over time , where appropriate.	1/06/2022	Yes		A new output performance measure has been approved and published as part of the 2021-22 budget process within the Victorian Budget 2021/22, Service Delivery, Budget Paper 3. A. The output measure 'Number of Early Years Management funded services' reflects support for the ongoing provision of community-based kindergarten services for local families as a foundation for the provision of three and four-year old kindergarten. The measure has been reported in the DET Annual Report for 2021-22 to support transparency and hold the department and the Early Years Management (EYM) program accountable to the progress of EYM program. An EYM Improvement Framework was approved by the Minister of Early Childhood Education on 31 May 2021 and made publicly available on the department's website. It supports EYM organisations to use data and other information to find ways to continuously improve. DET has commenced analysis of relevant data sets to confirm the suitability of identified measures for assessing system level progress against the EYM Improvement Framework. DET regions, representative EYM organisations and peak bodies will be consulted on the proposed measures prior to finalisation and development of the first annual EYM sector report. Analysis of relevant data sets has also commenced to inform the development of the annual EYM data profile template. This includes analysis and testing of an approach to benchmarking at the EYM provider level. A draft data profile template and example profiles will be developed for consultation with the EYM sector, prior to finalisation and delivery of the first set of organisational profiles in June 2022. The data profiles will be used by EYM organisations to inform the Service Improvement Planning process.This recommendation is on track for completion by June 2022.	30/06/2022	In progress	
Department of Education and Training	Early Years Management in Victorian Sessional Kindergartens	2020-21	15/10/2020	2	when finalising the Monitoring and Improvement Framework, ensures that its service agreements with Early Years Management organisations clearly outline and align with the framework's requirements and performance expectations (see Section 2.4)	Yes	Update the Kindergarten Funding Guide to include a clear requirement for EYMs to report against the Monitoring and Improvement Framework.	1/12/2021	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	31/12/2021	Complete	31/12/2021

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Department of Education and Training	Early Years Management in Victorian Sessional Kindergartens	2020-21	15/10/2020	3	updates its service improvement plans and/or develops a fit-for-purpose monitoring tool that: - monitors Early Years Management organisations' performance against the Monitoring and Improvement Framework's core requirements and key indicators - supports Early Years Management organisations to routinely monitor, evaluate and report on their performance against the Early Years Management Policy Framework's objectives and outcomes - enables routine monitoring, evaluation and reporting on the sector's performance against the Early Years Management Policy Framework's objectives and outcomes (see Section 2.4).	Yes	Review and update the current Service Improvement Plans (SIP) monitoring tool to incorporate Monitoring and Improvement Framework elements. Develop and publish guidance material for the Monitoring and Improvement Framework and SIP monitoring tool for DET and EYM organisations, to support routine monitoring and assessment against the EYM Policy Framework's objectives and outcomes.	1/03/2022	Yes		Draft EYM funding requirements (core requirements), a revised Service Improvement Planning (SIP) template and approach has been developed. DET has consulted with relevant staff and peak bodies on these draft resources and they have been well received. DET will proceed to consult with representative EYM organisations on these resources. Development of the guidance material to support the implementation of the Improvement Framework (through the SIP) and the EYM Funding Requirements is also underway. Guidance material will be subject of consultation with the DET staff and representative EYM organisations. Finalised guidance material will be communicated to DET regions and EYM organisations for use in Term 2 2022. This action is on track for completion by June 2022.	30/06/2022	In progress	
Department of Education and Training	Early Years Management in Victorian Sessional Kindergartens	2020-21	15/10/2020	4	routinely assesses if its support to Early Years Management organisations is addressing the underlying gaps and challenges they face in implementing the Early Years Management Policy Framework (see Section 3.1).	Yes	Develop and implement a process to undertake regular analysis of sector data to identify gaps, challenges and improvement opportunities in implementing the EYM Policy Framework. Commence an independent evaluation of the EYM program, following the implementation of the Monitoring and Improvement Framework.	1/06/2022	Yes		The process for regular analysis of sector data is in development alongside processes to implement a central register to identify gaps, challenges and improvement opportunities in implementing the EYM Policy Framework. Scoping of the evaluation is due to commence before the end of the financial year. This recommendation is on track for completion by end of December 2022.	31/12/2022	In progress	
Department of Education and Training	Early Years Management in Victorian Sessional Kindergartens	2020-21	15/10/2020	5	routinely captures improvements, gaps and challenges that Early Years Management organisations experience and: - analyses them to identify local and systemic issues that require support or interventions at an organisational, regional and/or statewide level - shares learnings and improvements with its staff, stakeholders and all Early Years Management organisations to support continuous improvement across the sector (see Section 3.2)	Yes	Develop and implement a central register and processes to support the regular/ routine collation and analysis of gaps, challenges and improvement opportunities at an EYM and statewide level. The process will leverage data collected through an updated SIP, EYM stewardship arrangements and the reformed Kindergarten Information Management System environment to strategically assess, identify and drive opportunities to strengthen the sector and deliver improved outcomes. Develop and implement an EYM communications strategy, with sector stewardship partners (Municipal Association Victoria (MAV) and Early Learning Association Australia (ELAA)) and representative EYMs, that will outline methods: • to identify gaps and challenges that EYM organisations experience • for information sharing, including learnings and improvements, and supports collaboration opportunities between EYM organisations, DET central and regional stakeholders, MAVand ELAA	1/06/2022	Yes		Development of the central register to capture improvements, gaps and challenges that EYM organisations experience and supporting processes are underway. This will be subject of consultation with DET regions and peak bodies, prior to finalisation and implementation. Development of the EYM communications strategy to share learnings leveraging the central register processes is underway. The communications strategy will be informed by consultation with DET regions, peak bodies and representative EYM organisations. This action is anticipated to be completed by end of June 2022.	30/06/2022	In progress	

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							• facilitates consistency of practices and supports for EYMs across DET regions.							
Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process require staff to complete a declaration form for conflicts of interest at the start of each procurement clearly define secondments, contractors and consultants, and clearly communicate the appropriate engagement process for each type of staff include accompanying practical guidance that details how staff should use critical incident procurement processes (see sections 2.1, 2.2 and 2.4)	Yes	Review and update the Corporate Procurement policies and other relevant documents to ensure they: -require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process -require staff to complete a declaration form for conflicts of interest at the start of each critical incident procurement regardless of value -clearly define secondments, contractors and consultants, and clearly communicate the appropriate engagement process for each type of staff -include accompanying practical guidance that details how staff should use critical incident procurement processes	31/03/2022	Yes		Partially implemented. Points 1, 2 and 4 of this action have been implemented in advisory intranet content but are yet to be referenced in DET's Corporate Procurement Policy document. Point 3 is fully implemented. DET has published ongoing critical incident procurement advice on the Corporate Procurement Portal (intranet), which: · requires a relevant Minister, accountable officer or chief procurement officer (CPO) to formally activate and close off the critical incident procurement process · requires staff to complete a declaration form for conflicts of interest at the start of each critical incident procurement regardless of value · includes accompanying practical guidance that details how staff should use critical incident procurement processes. The Portal is considered the ideal source for publication of this information as it is the best-known source of procurement advice for DET users. Work is in progress to also reflect these updates on critical incidents into the DET Corporate Procurement Policy by 30 June 2022. DET has not historically recognised the concept of 'secondment' in the procurement context. The Portal page carrying existing definitions of 'contractor' and 'consultant' has been updated with a note to this effect. The page already carries information about what must be done differently when engaging a consultant versus a contractor. This information is repeated in the standard Sourcing Strategy Decision Document (SSDD) template.	30/06/2022	In progress	
Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: -the reasons for using a critical incident procurement process -how they considered value for money -reasons for using a single quote -that staff have considered any relevant state purchase contract -that staff completed a conflict of interest declaration the relevant financial approvals (see Section 2.3)	Yes	Develop a Critical Incident Procurement form along with guidelines and provide them to staff via the Corporate Procurement Portal. The form will clearly document: -the reasons for using a critical incident procurement process -how they considered value for money -reasons for using a single quote -that staff have considered any relevant state purchase contract -that staff completed a conflict-of-interest declaration -the relevant financial approvals	31/03/2022	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	31/03/2022	Complete	3/03/2022

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Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	The Department already addresses this recommendation. The current Ariba system provides the register of all DET goods and services procurements. The register is updated with each new procurement.	27/10/2021	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	27/10/2021	Complete	27/10/2021
Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for departments to identify and manage the risks associated with implementing a grants program staff involved in assessing grant applications to declare any conflicts of interest (see sections 3.1 and 3.3)	Yes	Review DET guidance material regarding risk management in grants to ensure it aligns with Better Grants by Design, specifically in relation to identifying and managing the risks associated with implementing a grants program. Update the DET Grants Policy and guidance material to require staff assessing grant applications to declare conflicts of interest.	30/06/2022	Yes		In progress. DET's Grants Policy substantially references Better Grants by Design and includes guidance and templates regarding risk management and conflicts of interest. The department will review relevant sections of the policy for clarity and highlight key steps in relevant templates to support teams implementing grants. DET also plans to update templates and specific sections relating to application assessment to require declarations of conflict of interest by staff on assessment panels. This recommendation is expected to be completed by June 2022.	30/06/2022	In progress	
Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	Conduct an internal audit on COVID-19 related grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste.	31/12/2022	Yes		In progress. An ad-hoc internal audit 'COVID-19 Grants Management' was initiated in November 2021 in response to the VAGO recommendation. The audit is currently in the fieldwork stage and will identify any gaps in the controls or administrative processes that lead to risks of fraud, corruption or waste in relation to the COVID-19 related grants programs. The report is expected to be finalised by June 2022.	31/12/2022	In progress	
Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	In principle	Review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-Government data and consider implementing central agency solutions if appropriate.	31/12/2022	Yes		Work has commenced to seek options to improve the accuracy of data. This work is led by Department of Premier and Cabinet (DPC) via the Common Corporate Platforms (CCP) initiative. DET has been meeting with the CCP team in DPC to assist them in the early scoping of this project.	31/12/2023	In progress	
Department of Education and Training	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	Provide a breakdown if COVID-19 related initiative expenditure monthly to the Executive Board and the Audit and Risk Committee via the Budget and Financial Management Committee.	31/12/2022	Yes		The recommendation has been fully addressed through the implementation of the agreed management action.	31/12/2021	Complete	31/12/2021

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Department of Education and Training	Management of the Student Resource Package	2020-21	5/08/2020	1	Improves Student Resource Package internal governance arrangements, including: clarifying roles and responsibilities for overall oversight and coordination of the Student Resource Package clarifying responsibilities for determining and calculating all individual references strengthening oversight and controls over systems that it uses to calculate Student Resource Package references increasing oversight over quality assurance of Student Resource Package input data, eligibility criteria, formulae and allocation calculations improving oversight over evaluation against the Student Resource Package objectives and reporting on its performance against them (see Section 3.3).	Yes	Establish a new committee to develop an approved and clear governance structure for the Student Resource Package (SRP) in line with the recommendations of the report. Develop the governance structure that addresses the following in relation to the SRP roles and responsibilities for overall oversight and coordination responsibility for determining and calculating all individual references strengthening oversight and controls over systems that it uses for calculation increasing oversight over quality assurance of input data, eligibility criteria , formulae and allocation calculations improving oversight over evaluation against the objectives and reporting on its performance against them. Seek approval for the new governance structure from the Executive Board and implement it. The committee will meet four times a year to monitor and make decisions regarding the new SRP governance structure.	31/03/2021	Yes		The recommendation has been fully addressed through the implementation of the agreed management action.	31/05/2021	Complete	31/05/2021
Department of Education and Training	Management of the Student Resource Package	2020-21	5/08/2020	2	Regularly reviews the Student Resource Package against its objectives and refines it as required based on evidence (see Section 3.3).	Yes	Engage independent educational experts to evaluate the SRP's current objectives to assess suitability for purpose. Engage independent educational experts to evaluate the SRP against its objectives and include a requirement to conduct this review every five years in the SRP governance structure documentation (as per Action 1.2). Conduct the first evaluation of the SRP against its objectives. Develop a response to the findings and recommendations of the evaluation.	31/12/2022	Yes		In progress. An independent panel has been engaged to conduct a review of SRP's current objectives to assess suitability for purpose of the current funding process. Work has commenced to evaluate the SRP against its objectives. The first evaluation of the SRP against its objectives is due to be completed by September 2022. Once the evaluation is completed, a response to the findings and recommendations of the evaluation will be developed. The overall review of the SRP objectives has been tied into the action that addresses recommendation 3. This recommendation is expected to be completed by December 2022.	31/12/2022	In progress	
Department of Education and Training	Management of the Student Resource Package	2020-21	5/08/2020	3	Review the basis of the Student Resource Package's core student learning funding line by assessing school resourcing needs using statistically valid methods and provide advice to government on the results and any subsequent changes necessary to the Student Resource Package (see Section 2.4).	Yes	Undertake analysis and research using a statistical sample of schools to review the SR P's core student learning allocation for all schools and provide advice to the Minister for Education methods and provide advice to on results and any subsequent changes government on the results and necessary to the SRP.	30/04/2021	Yes		Work has commenced on reviewing the SRP allocation model. Advice will be provided to the Minister of Education on any changes necessary to the SRP. Delays with COVID-19 significantly impacted the completion of the project. For example, Deloitte Access Economics were expected to have conducted detailed on-site costing and expenditure analysis at 100 schools and this was not possible due to periods of remote learning and working, and restrictions on accessing school staff throughout 2021. This recommendation is now expected to be completed by 31 December 2022.	31/12/2022	In progress	

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Department of Education and Training	Management of the Student Resource Package	2020-21	5/08/2020	5	Develops and regularly maintains a Student Resource Package operating manual that documents: · policy decisions on the purpose and intent for each reference · definitions of key terms · details on how funding allocations are to be determined for each Student Resource Package reference, including the formulae, eligibility criteria, exemptions, exclusions and inclusions · specifications of the software used to calculate each reference · the source data, how frequently it is accessed, how it is adjusted and ultimately used to calculate a reference (see Section 3.3).	Yes	Prepare an operating manual that captures: policy decisions on the purpose and intent for each reference, definitions of key terms details on how funding allocations are to be determined for each SRP reference, including details on how funding the formulae, eligibility criteria , exemptions, exclusions and inclusions specifications of the software used to calculate reference the source data, how frequently it is accessed, how it is adjusted and ultimately used to calculate a reference. Regularly maintain the manual, coinciding with major releases of the SRP cycle, so that it captures the latest information, highlighting any changes using version control	31/12/2021	Yes		The recommendation has been fully addressed through the implementation of the agreed management action.	31/12/2021	Complete	31/12/2021
Department of Education and Training	Management of the Student Resource Package	2020-21	5/08/2020	6	Strengthens and regularly monitors controls over the systems it uses to calculate the Student Resource Package references and assurances over the Student Resource Package by: · restricting and monitoring access to systems used to calculate the Student Resource Package, including databases and Excel files, to approved users · logging changes in a secure location and monitoring changes made within the systems used to calculate the Student Resource Package · segregating responsibilities for performing Student Resource Package calculations, assuring calculations for each reference (including assuring accuracy of data inputs used), and distributing funds · ensuring the quality assurance over the data inputs comply with the Victorian Government's data quality standard (see Section 3.3).	Yes	Implement tighter controls and assurance over the systems used to calculate the SRP by: restricting and monitoring access to systems used to calculate the SRP, including databases and excel files, to approved users, logging changes in a secure location and monitoring changes made within the systems used to calculate the SRP, segregating responsibilities for performing SRP calculations, assuring calculations for each reference (including assuring accuracy of data inputs used), and distributing funds ensuring the quality assurance over the data inputs comply with the Victorian Government's data quality standards. Regularly undertaking a quarterly review of the access to systems and their databases involved with calculation of the SRP.	30/06/2021	Yes		The recommendation has been fully addressed through the implementation of the agreed management action.	30/06/2021	Complete	30/06/2021

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Department of Education and Training	Managing Public Sector Records	2016-17	8/03/2017	8	That DHHS and DET establish agency-wide internal records management compliance programs that monitor and report to the agency head on compliance with each of the Public Record Office Victoria standards-a risk-based phased approach should be used to manage the programs' size, complexity and cost, and the program should be linked to the agency's continuous improvement activities to drive agency-wide improvement in records management	Yes	1.1 Develop an audit tool and questionnaire that steps through the PROV standards and measures compliance. 1.2 Roll out the compliance measuring tool to create a baseline assessment of each business or regional area in corporate DET. 1.3 Taking a risk-based approach, create (and prioritise) business improvements to address non-compliance with the standards 1.3.1 Develop a records management strategy for DET 1.3.2 Create a new endorsed records management policy for DET including explicit recognition of senior accountability for records management 1.3.3 Establish a digitisation policy and program of work. 1.3.4 Design and implement a digitisation program of work 1.3.5 Design and plan an expanded records management function, provided with the authority and resourcing required to improve compliance. 1.3.6 Review records management training. 1.3.7 Explore and remediate business processes to ensure records management is embedded in the way staff work. 1.3.8 Investigate and review the current state of records management in schools. 1.3.9 Implement a refreshed records management approach for schools. 1.3.10 Review archiving and disposal processes 1.3.11 Modernise the DET mailroom and reform capture processes 1.3.12 Create a communications and change strategy to support selected model and associated initiatives. 1.3.13 Identify capability gaps for current and new records management staff and address these gaps. 1.4 Implement improvements in compliance and a records management compliance program that monitors and reports on compliance with each of the PROV standards.	31/07/2022	Yes		DET is addressing this recommendation through 17 actions built into the significant Records Reform program being undertaken through its four-year Records Management Strategy 2018-2022 to improve compliance with Public Record Office Victoria standards. Delivery of most major work plans is complete (15 out of 17 actions are completed). Work is underway to transition the school support model to business as usual and the compliance monitoring and reporting framework is under development. The program is on track to be completed by the due date of 31 July 2022.	31/07/2022	In progress	

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Department of Education and Training	Managing School Infrastructure	2016-17	11/05/2017	1	That DET complete the delivery of funding, capability, accountability and portfolio efficiency reforms currently underway, as detailed in Appendix B	Yes	DET will complete the implementation of suite of reforms currently underway	31/12/2021	Yes		Implementation of this recommendation is substantially progressed, and full implementation is on track for mid-2023. Several reforms have been implemented: ·The Rolling Facilities Evaluation (RFE) conducts condition assessments of all schools over 5-year rolling cycles. It was implemented in 2018, with the first 5-year cycle to be completed at end 2022. Following their RFE, schools then develop a School Maintenance Plan (SMP) (formally part of the Asset Management Plan) to address defects detected in the RFE and institute a program of routine maintenance. All schools are on track to have an SMP by mid-2023 (6 months after the first RFE cycle). Defects detected during a school's RFE can be addressed through two different funding streams. Lower priority defects are addressed through a school's Student Resource Package – an objective allocation methodology based on a school's enrolments, age, size, and building materials. Higher priority defects are addressed through the Planned Maintenance Program. Beyond this, there are centralised programs for unforeseen issues to ensure effective operation. An asset management information system is being implemented to support asset management and accountability functions. Initial corporate functionality is now in place, with full implementation replacing over 20 systems. Schools' functionality is currently being rolled out, with 11% of schools now using the system, and roll-out to all schools on track for end of 2022. Implemented in 2019 and refreshed in 2021, the School Asset Management Roles and Responsibilities Framework confirms responsibility and accountability arrangements between the department, schools, and school councils. Implemented in 2019 and revised in 2021, the capital investment strategy uses condition data and industry standard funding levels to inform State Budget school capital funding recommendations. School asset management training and support for SMP development is delivered through: o Bricks and Mortar (Standard) – general asset management training o Bricks and Mortar (Capital works) – provided in advance of planned capital works o SMP Workshops – provided after an RFE is completed to rectify defects detected and schedule routine maintenance. Underpinning this training, local one-on-one support is available from experienced former	30/06/2023	In progress	

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											principals (technical leadership coaches) and regional staff.			

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Department of Education and Training	Managing Surplus Government Land	2017-18	8/03/2018	12	Develop a methodology to assess the costs and benefits of the sale of surplus land, including an accurate understanding of recurrent holding costs associated with retaining surplus land and an assessment of the non-financial benefits of sales	Yes	The Victorian Government Landholding Policy requires agencies to only hold land where it contributes directly to current or future service delivery outcomes of the agency. As such, once a site is declared surplus (and deemed not required for future service delivery) it should no longer be held. The Department understands that central agencies will develop a common approach in relation to this recommendation to ensure a consistent methodology across all agencies. The Department will work to ensure that it can meet the requirements of any new framework developed. The Department will update internal systems to enable the capture of transactional (e.g. legal, valuation) , holding costs (e.g. mowing, security) and non-financial benefits (e.g. community use) on a site-by-site basis to enable such analysis once changes to policy have been actioned.	31/12/2019	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	30/06/2021	Complete	30/06/2021
Department of Education and Training	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	Review objectives, indicators and output performance measures using a service logic approach to clearly distinguish between service objectives, inputs, processes and outputs. The review of objective indicators is subject to DTF guidance on the development of objective indicator baselines Use the information derived from the review to revalidate and, as needed, redesign the performance statement.	1/05/2023	Yes		Partially implemented. Work is underway to review objectives, indicators and performance measures. This review will include any considerations arising from forthcoming DTF guidance. The initial review of the DET Service Logic has been completed and will inform a broader review of the overall performance statement by May 2023 for the 2023-24 performance statement.	31/05/2023	In progress	

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Department of Education and Training	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: · developing baseline data for objective indicators (see Section 2.2) · clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) · redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) · ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) · setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	Develop baseline data for objective indicators, following DTF guidance on developing baseline data for objective indicators. Improve the links between outputs and departmental objectives/objective indicators. During the annual review process, identify outputs that could be made smaller and less heterogenous in terms of service delivery, including through facilitative changes to the Chart of Accounts. Improve the mix of output performance measures that assess quantity, quality, timeliness and cost. Set output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions.	1/05/2023	Yes		In progress. DTF has not yet released advice on the development of baseline data for objective indicators. However, DET has initiated an initial review of objective indicators while waiting for guidance from DTF. Work is underway to improve the links between output and departmental objectives/objective indicators by May 2023 for the 2023-24 performance statement. This work will include considerations to DTF guidance on reforms to objectives and objective indicators. The following work is also in progress to address this recommendation. · identify outputs that could be made smaller and less heterogenous in terms of service delivery, including through facilitative changes to the Chart of Accounts. · identify opportunities for increasing the mix of measures with a focus on regulatory or audit functions where timeliness measures are most relevant. · identify nationally comparable measures for inclusion in the 2023-24 performance statement. All the activities will be completed for inclusion in the 2023-24 performance statement by May 2023.	31/05/2023	In progress	
Department of Education and Training	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	In principle	Identify opportunities to develop and use output costing for DET activities that would support the measurement of service efficiency. Develop output performance measures that use unit costing to measure service efficiency where appropriate.	1/05/2024	Yes		Work has commenced to identify opportunities to measure unit efficiencies . DET will consider opportunities for developing output performance measures for inclusion in the 2024-25 performance statement by May 2024. This work will commence following completion of the review of the DET performance statement by May 2023.	31/05/2024	In progress	
Department of Education and Training	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	Provide specific reasons and analysis for all output performance results that vary by more or less than 5 per cent.	1/05/2023	Yes		The recommendation has been fully addressed through the implementation of the agreed management action.	31/03/2022	Complete	8/03/2022

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Department of Education and Training	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: · detailed business rules for every output performance measure and objective indicator · activities that are specifically included or excluded in reporting performance results · the data source and how the result is calculated · the process for validating or assuring the quality of the raw data and/or the calculated result · how each measure's target is set (see Section 4.1)	Yes	Develop complete data dictionaries that include up-to-date information (at an annual point in time) on:detailed business rules for every output performance measure and objective indicator activities that are specifically included or excluded (including through changes in its Chart of Accounts made via the annual review process)the data source and how the actual result is calculated the process for validation/quality assurance of the raw data and/or calculated result how each measure's target is set.	1/05/2024	Yes		Partially implemented. Work is underway to update the existing data dictionary (relative to the criteria established in the audit report) in light of the new measures expected in the 2022-23 DET performance statement.	31/12/2024	In progress	
Department of Education and Training	School compliance with Victoria's Child safe standards	2018-19	20/06/2019	5	Clarify the ministerial expectations of the Victorian Registration and Qualifications Authority in relation to: its responsibilities for providing guidance to schools on how to implement the child safe standards and what they must do to comply with related requirements for school registration its regulatory approach to assuring compliance with the child safe standards requirements as a minimum standard for registration and its oversight of its appointed review bodies (see Part 4)	Yes	Advise the Minister on articulating the expectations of the regulator, via the appropriate implementation mechanisms, for: providing schools with compliance related assistance with respect to school registration and advice on implementing child safe standards, and assuring regulatory approach, as a minimum standard for registration, and governance supports compliance with child safe standards requirements. Subject to ministerial approval, develop and implement an action plan to clarify ministerial expectations, regarding: • providing schools with compliance related assistance and advice on implementing child safe standards, and • assuring the regulatory approach and governance supports compliance with child safe standards requirements .	31/12/2020	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	30/06/2021	Complete	30/06/2021
Department of Education and Training	School compliance with Victoria's Child safe standards	2018-19	20/06/2019	7	In light of the Department of Health and Human Services' review of the child safe standards for Victoria, advise the Minister for Education on any amendments required to Ministerial Order 870 and the compliance arrangements for assuring school compliance (see Parts 3 and 4).	Yes	Advise the Minister on the implementation of outcomes from the Department of Health and Human Services (DHHS) review of Child Safe Standards for schools including adoption of the national principles and any amendments required to Ministerial Order 870. Develop a transition plan to move the Department from the current compliance regime to the new one.	20/09/2020	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	30/06/2022	Complete	31/12/2021
Department of Education and Training	School Councils in Government Schools	2018-19	26/07/2018	5	Establish a process for annual reporting to the Minister for Education on school council performance (see Section 3.4)	Yes	Using new or existing school council oversight mechanisms, report annually to the Minister on school council performance.	30/12/2019	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	30/06/2021	Complete	30/06/2021

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Department of Education and Training	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	2	Provide specific training to all managers on responding to complaints of inappropriate behaviour, including sexual harassment complaints. This should: -include training on the department's positive duty to eliminate sexual harassment and victimisation -be delivered to all new managers and repeated at least once every two years -be delivered face-to-face if possible (see Section 4.4)	Yes	2.1 Review the complaints handling component of the Respectful Workplaces training for managers to ensure it includes the following and is delivered to all managers at least every two years: information on responding to complaints of inappropriate behaviour, including sexual harassment complaints the Department's positive duty to eliminate sexual harassment and victimisation.	31/12/2020	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	27/08/2021	Complete	27/08/2021
Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	1	in its performance and development process guidance for principals and Department of Education and Training staff, clarify and communicate expectations for: - the development of goals, and assessment against them, for both instructional and organisational leadership - the extent to which a principal's performance and development should align with their school's annual implementation plan - how to use performance development plan goals to support individual professional growth in all aspects of the principal role (see Section 2.1)	Yes	Update and communicate guidance for principals, reviewers and approvers on the principal performance and development plan (PDP) process, to: - clearly articulate the purpose of the performance and development process for principals and the system, including a focus on both instructional and organisational leadership - clarify the relationship between the principal PDP and a school's strategic plan (SSP) and annual implementation plan (AIP) - highlight how PDP goals can be used to support individual professional growth in all aspects of the principal role	1/12/2021	Yes		Partially implemented. The following progress has been made to date: - Commenced consultation with principals and key departmental regional stakeholders, and with school workforce performance and principal performance development program areas from New South Wales and Queensland. - Commissioning of University of Melbourne to provide a small-scale report on performance and development best practice. - Synthesis of research and consultation insights to establish a comprehensive evidence base to support a refreshed approach to the principal performance and development process. The due date has been extended to 31 December 2022, as implementation has been significantly delayed. Consultation with key stakeholders including the Australian Education Union and principal peak organisations around this action cannot be progressed until the Victorian Government Schools Agreement (VGSA) is finalised. Finalisation of the VGSA is expected to take several months and has no fixed completion date. The extension to the due date of this action allows time for the required consultation activities and final implementation stages. The department is ready to progress consultation with key stakeholders at the conclusion of the VGSA negotiations.	31/12/2022	In progress	

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Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	2	develops clear guidance and routine practices for its regions on the implementation of the principal performance and development model, with particular reference to assessment criteria and decisions, to ensure it is consistent and equitable (see Section 3.1)	Yes	Investigate the causes of inconsistencies in assessments within the principal performance and development process and accordingly update and communicate guidance for reviewers and approvers to improve the consistency of implementation across regions to support achievement of equitable outcomes.	1/12/2021	Yes		Partially implemented. The following progress has been made to date: - Commenced consultation with principals and key departmental regional stakeholders, and with school workforce performance and principal performance development program areas from New South Wales and Queensland. - Commissioning of University of Melbourne to provide a small-scale report on performance and development best practice. - Synthesis of research and consultation insights to establish a comprehensive evidence base to support a refreshed approach to the principal performance and development process. The due date has been extended to 31 December 2022, as implementation has been significantly delayed. Consultation with key stakeholders including the Australian Education Union and principal peak organisations around this action cannot be progressed until the Victorian Government Schools Agreement (VGSA) is finalised. Finalisation of the VGSA is expected to take several months and has no fixed completion date. The extension to the due date of this action allows time for the required consultation activities and final implementation stages. The department is ready to progress consultation with key stakeholders at the conclusion of the VGSA negotiations.	31/12/2022	In progress	
Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	3	in relation to the inclusion of Schedule B accountabilities within the principal PD model, reviews each Schedule B accountability and determine: - if the accountability should be assessed through the principal performance and development model or an alternate process - criteria to use when assessing performance against the accountability (see Section 2.2).	Yes	Review the Schedule B accountabilities to determine which, if any, should continue to be managed through the PDP model Upon review, if any of the Schedule B accountabilities are to be managed through the PDP model, the Department will determine the criteria to use when assessing performance against the accountability.	1/09/2021	Yes		Partially implemented. The following progress has been made to date: - Commenced consultation with principals and key department regional stakeholders, and with school workforce performance and principal performance development program areas from New South Wales and Queensland. - Commissioning of University of Melbourne to provide a small-scale report on performance and development best practice. - Synthesis of research and consultation insights to establish a comprehensive evidence base to support a refreshed approach to the principal performance and development process (PDP). - Investigation of the context behind the inclusion of the contractual accountabilities outlined in Schedule B of the standard principal employment contract within the principal PDP process. The due date has been extended to 30 June 2022 and to finalise this action by then, DET will: - finalise review into the Schedule B accountabilities to determine which, if any, should continue to be managed through the	30/06/2022	In progress	

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											PDP model. - if appropriate based on the findings of this review, draw on the evidence base established by DET to determine criteria for use when assessing performance.			
Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	4	ensures major changes to the professional development plan module in eduPay are subject to user testing by principals, and regularly monitors system improvements and user feedback (see Section 2.7)	Yes	Continue to ensure that principals are invited to participate in user testing when material changes are made to the PDP module in eduPay. Facilitate current stakeholder forums as a mechanism to engage principals and to obtain feedback on changes to the PDP module in eduPay.	1/06/2021	Yes		The recommendation has been fully addressed through the implementation of the agreed management action/s.	30/06/2021	Complete	30/06/2021

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Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	5	uses reporting functionality in eduPay's professional development plan module at an area and regional level to regularly monitor and ensure: - the timely completion of key steps in the principal performance development cycle - the compliance of performance development plans and assessments with Department of Education and Training guidance (see Section 3.1)	Yes	Investigate the capabilities of the eduPay system and options with regions and implement processes to improve the tracking of key principal PDP information, including timeliness of completion of each stage of the PDP cycle. Investigate options with regions and implement appropriate changes that can improve the consistency of principal performance and development plans with guidance.	1/12/2021	Yes		Partially implemented. The following progress has been made to date: - Commenced consultation with principals and key department regional stakeholders, and with performance development program areas from New South Wales and Queensland. - Commissioning of University of Melbourne to provide a small-scale report on performance and development best practice. - Synthesis of research and consultation insights to establish a comprehensive evidence base to support a refreshed approach to the principal performance and development process (PDP). - Began investigation into the capabilities of the eduPay system and consultation activities with key representative and department stakeholders to gather feedback. The due date has been extended to 31 December 2022, as implementation has been significantly delayed. Consultation with key stakeholders including the Australian Education Union and principal peak organisations around this action cannot be progressed until the Victorian Government Schools Agreement (VGSA) is finalised. Finalisation of the VGSA is expected to take several months and has no fixed completion date. The extension to the due date of this action allows time for the required consultation activities and final implementation stages. The department is ready to progress consultation with key stakeholders at the conclusion of the VGSA negotiations. To address this recommendation by the revised due date, DET will: - finalise investigation into the capabilities of the eduPay system with relevant stakeholders, by 30 June 2022 - if appropriate, based on the findings of the investigation, design, develop and implement changes to regional processes to improve tracking for key principal PDP information including data on the timeliness of completing each stage of the PDP cycle, by 31 December 2022.	31/12/2022	In progress	

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Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	6	advises the Minister on options to recognise high-performing principals, including consideration of modifying the current assessment scale to capture the full range of principal performance (see Section 3.1)	Yes	Investigate and advise the Minister of options to recognise high performing principals through the performance and development process, including consideration of modifying the current assessment scale and through alternative recognition processes.	1/12/2021	Yes		Partially implemented. The following progress has been made to date: - Commenced consultation with principals and key department regional stakeholders, and with performance development program areas from New South Wales and Queensland. - Commissioning of University of Melbourne to provide a small-scale report on performance and development best practice. - Synthesis of research and consultation insights to establish a comprehensive evidence base to support a refreshed approach to the principal performance and development process (PDP). - Investigation of options to recognise high performing principals including a review of previous assessment scales used in PDP and of the University of Melbourne's report. To finalise this action by the revised due date of 30 June 2022, the Department will synthesize the research and investigation undertaken to date, in order to advise the Minister of the options available to recognise high performing principals through the performance and development process, including alternative recognition processes.	30/06/2022	In progress	
Department of Education and Training	Systems and Support for Principal Performance	2020-21	9/12/2020	7	ensures that principals' learning and development needs for both instructional and organisational leadership are regularly captured, including from eduPay's professional development plan module and performance and development process, to inform the design and delivery of principal professional learning activities (see Section 3.2).	Yes	Bastow, with support from People Division and Performance Division, will review current sources of information on the professional learning needs of principals and design a systematic consultation process with principals, SEILs and other reviewers to understand professional learning needs and inform the design and delivery of professional learning activities.	1/09/2021	Yes		Partially implemented. In December 2021, the Victorian Academy of Teaching and Leadership (the Academy) completed two of the three elements of the agreed action: - review of current sources of information and - design of a systematic consultation process. The third element regarding the use of this evidence in the design and delivery of professional learning is underway via the following activities: - the establishment of the Academy's Evaluation and Evidence Centre which will lead the Academy to developing an evidence-based approach to inform the program design and delivery of high-quality professional learning (in final stages of procurement); - the establishment of the Academy's new organisation structure and operating model which will position this work as a core responsibility within a new Division – the Academy Services Division (from April 2022).	31/12/2022	In progress	

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Department of Environment, Land, Water and Planning	Delivering the Solar Homes Program	2020-21	24/06/2021	1	Develops an updated business case, utilising guidance in the Department of Treasury and Finance's Investment Lifecycle and High Value High Risk Guidelines: Stage 1—Business Case and, in so doing, provides full and comprehensive advice to government on a reasonable array of options, including 'doing nothing' as well as exit strategy options and analysis of the continuing merits of government intervention.	Yes	Whilst the department prepared a short form business case it will prepare a long form business case that complies with DTF's Investment Lifecycle and High Value High Risk Guidelines. Solar Victoria has commenced a program of work to develop this for government consideration. This activity will include advice on future options for the Solar Homes Program. Any resulting program changes will be communicated as part of the 2022-23 State Budget cycle.	31/05/2022	Yes		Development of an updated business case has commenced with the completion of a cost benefit analysis and a review of the Solar Homes program. The schedule and resources are in place to complete the business case utilising guidance in the Department of Treasury and Finance's Investment Lifecycle and High Value High Risk Guideline, by due date 31 May 2022.	31/05/2022	In progress	
Department of Environment, Land, Water and Planning	Delivering the Solar Homes Program	2020-21	24/06/2021	2	Includes information in its public-facing communications about distributed network service providers' export constraints so prospective program applicants are made fully aware of any limits on their ability to earn revenue from their unused solar-generated electricity and self-consume electricity generated by their solar photovoltaic panels when grid conditions are not optimal.	Yes	Solar Victoria has strengthened its existing public facing communications and guidance for prospective customers on requirements for distributed network service provider pre-approval for grid connected solar systems. This information has been circulated via buyers' guides on the Solar Victoria website and in its industry and customer newsletters, which are continuously updated. Furthermore, Solar Victoria has strengthened requirements in the application process to ensure consumers are informed of potential grid constraints before making purchasing decisions. This information will continue to be included as part of regular marketing and communications activity and Solar Victoria will look for additional opportunities to raise awareness of these requirements.	Not specified	Yes		DELWP has embedded an enhanced set of controls into operating processes to improve customer communications at an early stage of the customer journey. This assists customers to make purchase decisions that are appropriately informed by the potential for export constraints.	12/07/2021	Complete	12/07/2021
Department of Environment, Land, Water and Planning	Delivering the Solar Homes Program	2020-21	24/06/2021	3	Resolves gaps in its assurance controls to enable it to ensure compliance with program rules and procedures. This should include, but not be limited to, the requirement for retailers to obtain solar photovoltaic panel pre-approval for grid connection, eligibility requirements, and the gaps identified in the November 2020 internal audit report on the Solar Homes Program's assurance framework.	Yes	Solar Victoria's assurance controls are documented in the Assurance Map which was introduced in November 2020. Solar Victoria has since updated this map on 31 March 2021 to address opportunities for improvement identified through the department's internal audit process. Solar Victoria has also introduced additional controls requiring retailers to confirm that grid connection approval has been obtained for their customer before any installation. Solar Victoria works with the Clean Energy Council to address retailer compliance with the strict requirements of the Approved Solar Retailer Code requiring retailers to provide this advice to customers.	Not specified	Yes		DELWP has identified and resolved the identified gaps in its assurance controls to enable DELWP to ensure compliance with program rules and procedures and pre-approval for grid connection. An assurance map has been developed and approved, and is monitored and maintained to reflect changes to the operating environment.	24/06/2021	Complete	24/06/2021

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Department of Environment, Land, Water and Planning	Delivering the Solar Homes Program	2020-21	24/06/2021	4	Continues to work with relevant regulators to ensure that identified gaps in consumer protection for solar energy products are addressed.	Yes	Solar Victoria has established trusted partnerships and information sharing arrangements with relevant regulatory bodies. Solar Victoria's Enforcement Committee and Regulatory Taskforce has a robust governance structure and continues to maintain a strong focus on consumer protections, among other things. Solar Victoria also announced a ban on door-to-door sales on 25 May 2021 , which comes into effect from 1 September 2021, allowing time for industry to adjust to the policy. Solar Victoria will consider additional policy options for strengthening consumer protections.	30/12/2021	Yes		DELWP has continued to work with relevant industry regulators and commissioned a consumer protection review by independent, industry, regulatory experts and consultation with Solar Victoria's Industry and Consumer Reference Group. The review considered unsolicited sales activities such as door-to-door selling and telemarketing; proforma template for retailers' quotes; dispute resolution; and protections for consumers in case of retailers that cease operations during the five-year warranty period. Recommendations and an action plan have been developed to further strengthen consumer protection controls. Implementation of this action plan will be undertaken over the course of 2022 subject to further industry consultation.	21/12/2021	Complete	21/12/2021
Department of Environment, Land, Water and Planning	Delivering the Solar Homes Program	2020-21	24/06/2021	5	Reviews and confirms the soundness of its recently determined evaluation methodologies to provide relevant reporting on the program's intended outcomes.	Yes	Solar Victoria has established evaluation methodologies for the Solar Homes program and is committed to continuous improvement of its evaluation methodologies and approved targets within the Monitoring Evaluation and Learning Framework (MELF). Solar Victoria will review and confirm its evaluation methodologies and program targets as part of the annual MELF review in 2021.	30/12/2021	Yes		DELWP's evaluation methodologies have been reviewed by independent experts. The review covered key outcome measures: VRET contribution, emissions reduction, jobs supported/created, household savings, and confirmed the appropriateness of the methodologies used. Where recommendations were identified, these have been adopted into the evaluation methodologies, thereby improving the quality and insight in reporting against program objectives and outcomes.	20/12/2021	Complete	20/12/2021
Department of Environment, Land, Water and Planning	Effectively Planning for Population Growth	2017-18	23/08/2017	1	In collaboration with key state and local government agencies, develop and advise government on mechanisms that will support them to: · participate effectively in the precinct structure planning process; · integrate precinct structure planning proposals into their planning and delivery processes	Yes	DELWP In collaboration with key state and local government agencies will: - clarify the roles and responsibilities of agencies during each stage of the PSP process and seek government approval - develop proposals for integrated Infrastructure and service delivery to support the implementation or PSPs for consideration by government. (see VAGO recommendation 7)	Not specified	Yes		Updated Precinct Structure Plan (PSP) guidelines have been prepared by Victorian Planning Authority (VPA) and DELWP, along with key agencies. They were publicly exhibited in October 2020. VPA and DELWP finalised the guidelines based on submissions and is also liaising with key policy areas. The new PSP 2.0 process has been designed to clarify the roles and responsibilities of agencies in planning for and servicing growing communities so that planned development informs agency budget bids. The PSP guidelines were released in November 2021.	8/11/2021	Complete	8/11/2021

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Department of Environment, Land, Water and Planning	Effectively Planning for Population Growth	2017-18	23/08/2017	2	Develop guidelines that clarify the concept of 'timely' provision of services and infrastructure for new communities	Yes	DELWP, in conjunction with the VPA and councils, will clarify the concept of 'timely' provision of services and infrastructure for new communities and seek government approval of this. This will inform DELWP's review and update to the Precinct Structure Planning guidelines.	Not specified	Yes		As part of Precinct Structure Plan (PSP) guidelines update, the 'PSP 2.0' process was piloted in 2020 and is continuing. The process reforms under the Precinct Structure Plan guidelines 'PSP 2.0' are being implemented as a pilot to support implementation of key changes with project partners and to allow for continual improvement to meet a target 2-year PSP delivery timeframe. The changes will be delivered through the forward PSP program as part of the delivery of the PSP guidelines. PSP 2.0 is intended to be part of a program of continuous improvement. The PSP and Infrastructure Contributions Plan (ICP) outlines target timing of essential infrastructure to support the intended urban outcomes to be delivered by local government and the development industry. The 'timely' and coordinated provision of services and infrastructure is a known challenge in supporting a precinct's development and the emerging community needs. PSP Guidelines for Greenfield Areas were finalised in November 2021. The guidelines include completion of a new set of PSP measures across the structural elements of a PSP aligned with 'hallmarks' of the 20-minute neighbourhood's concept.	8/11/2021	Complete	8/11/2021
Department of Environment, Land, Water and Planning	Effectively Planning for Population Growth	2017-18	23/08/2017	3	That DELWP, in conjunction with the Victorian Planning Authority and Department of Health and Human Services, monitor the effectiveness of the precinct structure planning process for health precincts	Yes	DELWP In conjunction with the VPA and the DHHS will: - review the effectiveness of the structure planning processes for health precincts and update the PSP guidelines to include planning for health precincts - review planning provisions for health precincts to support their continued effective operation and expansion (as outlined in Action 6 of the Plan Melbourne 2017-2050 Implementation Plan). The outcomes of these reviews will be considered as part of Plan Melbourne's overall monitoring and reporting framework.	Not specified	Yes		The Victorian Planning Authority (VPA) in conjunction with DELWP have worked with (the former) Department of Health and Human Services to review the effectiveness of the structure planning process which is part of the Precinct Structure Plan (PSP) draft guidelines. The structure planning process now incorporates planning for health precincts. In addition, planning for health precincts also forms part of the Land Use Framework Plans currently under preparation as part of Plan Melbourne. Ongoing monitoring and review of Plan Melbourne incorporates a focus on health precincts and, as indicated, these are an integral part of the land use framework plans.	25/11/2021	Complete	25/11/2021

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Department of Environment, Land, Water and Planning	Follow Up of Selected 2012-13 and 2013-14 Performance Audits	2017-18	20/06/2018	2	Undertake a comprehensive forest management zoning review as a priority action to better inform its sustainable forest planning and management	In principle	The recent agreement between the Victorian and Australian governments to a two-year process to modernise the state's Regional Forest Agreements (RFAs) provides a timely basis to consider the zoning scheme as part of the Comprehensive, Adequate and Representative reserve system which forms a cornerstone of these agreements.	Not specified	Yes		In March 2020, Victoria and the Commonwealth entered into new, modernised Regional Forest Agreements which contain a range of commitments to review and update matters relating to the forest zoning scheme and sustainable forest planning and management, including: • A comprehensive review of the CAR reserve system • A comprehensive review of the Code of Practice • A Threatened Species and Communities Risk Assessment process The Department of Environment, Land, Water and Planning has also committed to a Forest Management Zoning Accountability Framework (through release of draft for consultation in July 2021) to publicly report by mid-2022 on how landscape-wide, strategic zoning targets have been implemented.	6/10/2021	Complete	6/10/2021
Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process require staff to complete a declaration form for conflicts of interest at the start of each procurement clearly define secondments, contractors and consultants, and clearly communicate the appropriate engagement process for each type of staff include accompanying practical guidance that details how staff should use critical incident procurement processes (see sections 2.1, 2.2 and 2.4)	Yes	DELWP will undertake a review of its procurement policies and make amendments where appropriate to: -ensure clarity in requirements for the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement. -provide clear definitions of secondments, contractors and consultants, and the appropriate engagement process for each type of staff. -provide more practical guidance for staff to use critical incident procurement processes.	30/06/2022	Yes		DELWP's procurement policy review program has commenced, and these items are being considered as part of this review. Drafting of the new policies is in progress and is anticipated to be finalised by 30 June 2022.	30/06/2022	In progress	
Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: -the reasons for using a critical incident procurement process -how they considered value for money -reasons for using a single quote -that staff have considered any relevant state purchase contract -that staff completed a conflict-of-interest declaration -the relevant financial approvals (see Section 2.3)	Yes	DELWP will undertake a review of its critical incident procurement form and make amendments where appropriate to ensure the form clearly documents: -the reasons for using a critical incident procurement process -how the value for money was considered -the reasons for using a single quote -the consideration of existing contracts/arrangements such as relevant State Purchase Contracts or DELWP panels -the requirements for staff to complete a conflict-of-interest declaration -the relevant financial approvals	30/06/2022	Yes		DELWP's procurement policy review program has commenced, and a review of the department's critical incident procurement form will be undertaken as part of this review. Drafting of the new policies is in progress, and together with updating associated forms, procedures and templates, is anticipated to be finalised by 30 June 2022.	30/06/2022	In progress	

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Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	Action 1: DELWP will implement a policy to regularly review and update its Critical Incident Procurement (CIP) Register to ensure the accuracy and currency of information. Action 2: Staff will receive practical guidance about reporting requirements when they are informed that the CIP policy has been activated the Procurement branch will regularly review the CIP register to provide assurance of accurate reporting of procurement expenditure.	30/06/2022	Yes		There is a DELWP procurement policy review program underway. A policy to regularly review and update the department's Critical Incident Procurement Register will be considered as part of the procurement policy review. The procedure to update the Register will be addressed once policies are finalised. The provision of guidance to staff about reporting requirements will be enacted following completion of the policy review.	30/06/2022	In progress	
Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for: -departments to identify and manage the risks associated with implementing a grants program -staff involved in assessing grant applications to declare any conflicts of interest (see sections 3.1 and 3.3)	Yes	Action 1: Identifying and managing the risks associated with implementing a grants program. This action has been implemented. DELWP guidance has been updated to incorporate the Better Grants by Design guidelines requirement that all grant programs identify and manage the risks associated with implementing a grants program. The grants management systems requirements are monitored monthly. Action 2: Staff involved in assessing grant applications declare any conflicts of interest. This action has been implemented. DELWP has updated managing Conflict of Interest guidelines to incorporate conflicts associated with grants programs and has also developed a quick reference guide on 'Managing conflict of interest in the assessment process'.	27/10/2021	Yes		DELWP guidance has been updated to incorporate the Better Grants by Design guidelines requirement that all grant programs identify and manage the risks associated with implementing a grants program. The grants management system requirements are monitored monthly. DELWP has updated managing Conflict of Interest guidelines to incorporate conflicts associated with grants programs and has also developed a quick reference guide on 'Managing conflict of interest in the assessment process'.	27/10/2021	Complete	27/10/2021
Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	DELWP continues to conduct regular internal audit reviews on grants management in DELWP to assess for fraud, corruption or waste. This includes management of COVID-19 grants programs.	27/10/2021	Yes		DELWP continues to conduct regular internal audit reviews on grants management in DELWP to assess for fraud, corruption or waste. This includes management of COVID-19 grants programs.	27/10/2021	Complete	27/10/2021
Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	DELWP reviews ways to align financial systems, policies and business practices that improve consistency, accessibility, and accuracy of whole-of-government data. This action has been implemented. DELWP is actively participating in the implementation of the Department of Premier and Cabinet's Common Corporate Platforms program, as the most efficient and effective way to achieve whole of government alignment.	27/10/2021	Yes		DELWP is actively participating in the implementation of the Department of Premier and Cabinet's Common Corporate Platforms program, as the most efficient and effective way to achieve whole-of-government alignment.	27/10/2021	Complete	27/10/2021
Department of Environment, Land, Water and Planning	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	DELWP accepts the recommendation to regularly report and monitor its expenditure for major COVID-19 initiatives. This action has been implemented. DELWP has implemented arranges to regularly report and monitor all material COVID-19 initiatives.	27/10/2021	Yes		DELWP has implemented arrangements to regularly report and monitor all material COVID-19 initiatives. These reports include: - Quarterly reporting on YTD expenditure on COVID-19 initiatives - Monthly Flagship Initiatives Analysis Report (including COVID-19 initiatives that meet Flagship Initiative Criteria)	31/03/2022	Complete	31/03/2022

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Department of Environment, Land, Water and Planning	Managing Development Contributions	2019-20	18/03/2020	1	Create an overarching development contributions framework that establishes: -a strategic direction for development contributions, including outcomes and targets for infrastructure delivery and supporting growth -clear and holistic accountability and governance arrangements for development contributions at a system-level -a central source of development contributions advice and guidance, including for voluntary agreements made through section 173 of the Planning and Environment Act 1987 -the development contributions tools available for each council and the relationships between them (see Sections 2.2 and 2.3)	Yes	The Department of Environment, Land, Water and Planning (DELWP) will, in consultation with councils, the Victorian Planning Authority (VPA), and development and planning industry stakeholders about refining the existing development contributions framework, ensuring strategic directions which further detail outcomes, targets, accountability and governance to deliver the infrastructure required for communities. DELWP will establish a dedicated development contributions unit in the 2020-21 financial year. The unit will provide a central policy, monitoring and review function for Victoria's development contributions tools to maximise their value and impact in delivering the infrastructure needed by growing communities. DELWP will request funding from the Department of Treasury and Finance to support the establishment of this unit. The unit will lead DELWPs implementation of VAGO recommendations 1, 2, 4, and 5 in consultation with relevant State Government departments and agencies, including the State Revenue Office (SRO) and the VPA, and councils.	30/03/2021	Yes		In 2020, DELWP established two dedicated development contributions teams to provide centralised policy, monitoring and review functions for Victoria's contributions mechanisms. These teams have been responsible for leading the implementation of VAGO recommendations, as well as developing reforms to simplify the infrastructure contributions system and ensure it generates the contributions required to meet Victorian communities' needs. DELWP is currently formulating a strategy for reforming Victoria's contributions informed by the advice and recommendations of the Infrastructure Contributions Advisory Committee (Advisory Committee). The strategy will contain a series of actions to deliver reform (including guidance material, strategic frameworks and accountability and governance arrangements) over the short (<1 year), medium (<2 years) and long-term (<3 years). Funding exists to progress short-term reform actions. Funding for longer-term actions is currently being sought through a planning budget bid.	30/06/2022	In progress	
Department of Environment, Land, Water and Planning	Managing Development Contributions	2019-20	18/03/2020	2	Develop a plan for monitoring, evaluating and reporting on the outcomes achieved by development contributions at a state and council level, using the Victorian Government's outcomes architecture (see Sections 2.4 and 2.5)	Yes	The new development contributions unit will develop a plan for monitoring, evaluating and reporting on the outcomes achieved by development contributions at a state and council level, using the Government's outcomes architecture. The plan will be developed in consultation with the VPA, the SRO and councils.	31/03/2021	Yes		As part of the delivery of short-term actions contained within government's strategy for reforming Victoria's infrastructure contributions, DELWP is developing a centralised, publicly accessible digital platform for infrastructure contributions monitoring, evaluating and reporting. This platform will be complemented by a consolidated annual reporting framework for all infrastructure contributions mechanisms. The platform and reporting framework will be delivered by no later than June 2023.	30/06/2023	In progress	

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Department of Environment, Land, Water and Planning	Managing Development Contributions	2019-20	18/03/2020	3	Complete outstanding work to implement the Infrastructure Contributions Plan program, including: defining Strategic Development Areas and Regional Greenfield Growth areas recommending to government when the program should expand into Strategic Development Areas and Regional Greenfield Growth areas recommending to government which parts of Victoria should be included in these categories, using evidence-based eligibility criteria recommending to government how to calculate levies for Infrastructure Contributions Plans in new areas keeping all councils informed about implementation progress and decisions made (see Sections 4.2 and 4.3)	Yes	DELWP will, in consultation with councils, the VPA, and development and planning industry stakeholders, complete the outstanding work to enable the infrastructure contributions plan (ICP) system to be applied in strategic development areas. The VPA is leading the work to define regional greenfield growth areas and how the ICP system should apply in these areas. DELWP will work with VPA on an as needs basis to progress this work. Both streams of work are already underway and will include consultation on, and recommendations for, defining necessary elements of the ICP system (including when the program should expand into other contexts, what those contexts should be, and calculating levies.) DELWP and the VPA will continue to inform councils about any changes to the ICP system	30/12/2020	Yes		At the time DELWP supported this recommendation, the challenges with applying the Infrastructure Contributions Plan system, in particular the land contributions model, were not fully known. Further, DELWP's response to this recommendation preceded the targeted consultation it subsequently undertook, where significant issues were raised by stakeholders about the implementation of Infrastructure Contributions Plans. As part of developing its strategy for reforming Victoria's infrastructure contributions, DELWP is considering alternative models of infrastructure charging, based on the advice and recommendations of the Advisory Committee. DELWP and the Victorian Planning Authority have consequently briefed the Minister for Planning recommending that work be paused to implement the Infrastructure Contributions Plan system in strategic development areas and regional greenfield growth areas while this takes place. This recommendation will be progressed based on the outcomes of government's strategy for reforming Victoria's contributions.	30/06/2022	In progress	
Department of Environment, Land, Water and Planning	Managing Development Contributions	2019-20	18/03/2020	4	Improve the Development Contributions Plan program by: identifying and reducing the time, cost and administrative burdens associated with developing Development Contributions Plans based on council feedback and the objectives of the Infrastructure Contributions Plan program building councils' capacity to develop and implement Development Contributions Plans through updated written guidance and ongoing support that caters to their council type (see Sections 2.3 and 3.2)	Yes	From 1 July 2021, the new development contributions unit will, in consultation with the VPA and councils, review the development contributions plan (DCP) system. In accordance with this recommendation, the purpose of the review will be to: identify and reduce the time, cost and administrative burdens associated with developing DCPs based on council feedback and the objectives of the infrastructure contributions plan system build councils' capacity to develop and implement DCPs through updated written guidance and ongoing support	30/06/2022	Yes		As part of developing its strategy for reforming Victoria's contributions, DELWP is considering alternative models of infrastructure charging, based on the advice and recommendations of the Infrastructure Contributions Advisory Committee. DELWP has paused work to review improvements to the Development Contributions Plans program while this work takes place. This recommendation will be progressed based on the outcomes of government's strategy for reforming Victoria's infrastructure contributions	30/06/2022	In progress	
Department of Environment, Land, Water and Planning	Managing Development Contributions	2019-20	18/03/2020	5	Investigate the extent to which councils deliver infrastructure through Infrastructure Contributions Plans and Development Contributions Plans that is beyond a 'basic and essential' standard and use this information to assess whether restrictions on community infrastructure need revision (see Section 4.2)	Yes	DELWP and VPA have committed to review the ICP system 5 years after the commencement of the Planning and Environment Amendment (Public Land Contributions) Act 2018. The review will start on 1 July 2023 and will include a review of standard levy rates and requirements for both community and recreation infrastructure and transport infrastructure in metropolitan greenfield growth areas. In accordance with this recommendation, the review will investigate the extent to which councils deliver infrastructure through ICPs and DCPs that is beyond a 'basic and essential' standard and use this information to assess whether the standard levy rates and requirements should be changed.	30/06/2024	Yes		As part of developing its strategy for reforming Victoria's infrastructure contributions, DELWP is considering options for defining 'basic and essential' infrastructure, based on the advice and recommendations of the Infrastructure Contributions Advisory Committee Advisory Committee. This recommendation will be progressed based on the outcomes of government's strategy for reforming Victoria's infrastructure contributions.	30/06/2024	In progress	

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Department of Environment, Land, Water and Planning	Managing Development Contributions	2019-20	18/03/2020	6	Identifies and advises government on potential reforms to the Growth Area Infrastructure Contribution program, including: -providing overarching financial management of Growth Area Infrastructure Contribution trusts that prevents overdrawing funds to finance projects -providing overarching, strategic selection and assessment of Growth Area Infrastructure Contribution projects that meets the program's eligibility requirements and community infrastructure needs -seeking greater council input to selecting Growth Area Infrastructure Contribution-funded projects (see Sections 2.4, 3.3 and 3.4)	Yes	The Local Infrastructure group, DELWP will: advise government of potential reforms to GAIC through the Land and Infrastructure Working Group continue to provide overarching financial management of the GAIC trusts work with all agencies to improve GAIC project selection against the eligibility criteria provide opportunity for the seven growth councils to inform the interdepartmental panel on their assessed infrastructure needs.	30/06/2021	Yes		The Growth Areas Infrastructure Contributions Program Evaluation was completed in June 2021. This report was provided to both the Minister for Planning and the Infrastructure Contributions Advisory Committee. The evaluation report provided recommendations relating to four key areas of reform for the delivery of the GAIC program, including coordination and governance, strategic planning, communications and monitoring and evaluation. Work is underway to progress an approach for implementation in each area. It is expected that these activities will continue and be complete within 12 months. Implementation is being coordinated through the Land and Infrastructure Sub Committee.	30/06/2021	Complete	30/06/2021
Department of Environment, Land, Water and Planning	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	8	Implement an accredited third-party approval system for undertaking land capability assessments and inspections for the installation, use and ongoing maintenance of onsite domestic systems, or introduce a mandatory requirement that a suitably qualified assessor undertakes these assessments (see Section 4.4)	In principle	Subject to finalisation of SEPP (Waters) and its Implementation Plan, DELWP proposes to work with EPA, MAV and councils to scope up the feasibility of developing an accredited third-party approval system/s (consistent with Action 5.4 of the draft SEPP (Waters) Implementation Plan). Timing of this action is dependent on the EPA reform process priority, given EPA has the power to introduce a mandatory system.	1/07/2021	Yes		The new Environment Protection Regulations 2021 now require a 'suitably qualified assessor to undertake Land Capability Assessments' for installation or alteration permits to a standard acceptable to the council. Implementation of the Regulation commenced on 1 July 2021.	17/06/2021	Complete	17/06/2021
Department of Environment, Land, Water and Planning	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	9	Review the model domestic wastewater management plan and ensure it is based on better practice risk assessment methodology outlined in the relevant Australian standards (see Section 2.2)	Yes	Subject to finalisation of SEPP (Waters) and its Implementation Plan, DELWP proposes to work with EPA, MAV and councils to review the model domestic wastewater management plan and ensure a risk assessment process is included. This recommendation will be incorporated into the delivery of scoping work under Action 5.1 of the draft SEPP (Waters) Implementation Plan.	1/07/2020	Yes		A paper reviewing the model domestic wastewater management plan (DWMP) was completed by the Department in October 2021. The operationalisation of the model DWMP will not occur until 2023 in line with the Environment Protection Transitional Regulation which saved for a period of 2 years, the State Environment Protection Policy (Waters) clauses: 29 obligation on council to prepare a Domestic Wastewater Management Plan; and 28 (2) obligation on council to use Land Capability Assessments. EPA is leading the State Environment Protection Policy (Waters) transition process.	29/10/2021	Complete	29/10/2021

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Department of Environment, Land, Water and Planning	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	10	Evaluate and implement a better practice model for the ongoing maintenance of onsite systems including examining: -risk-based maintenance models -use of levies to support third-party maintenance options -the requirement for property owners to gain an onsite system compliance certificate prior to sale of the property (see Section 3.3)	Yes	Subject to finalisation of SEPP (Waters) and its Implementation Plan, this recommendation will be incorporated into the delivery of scoping work under Action 5.1 of the draft SEPP (Waters) Implementation Plan and informed by the implementation and operationalisation of the Environmental Protection Amendment Act 2018.	31/12/2020	Yes		EPA/DELWP developed a strengthened framework for the operation and maintenance of onsite systems in the Environment Protection Regulations 2021. This goes beyond examining risk based model and use of levies and regulates maintenance requirements for all systems including legacy systems and provides the ability for local government to order maintenance of a system. The Regulations came into effect on 1 July 2021. DELWP have completed a 'Connecting to Sewer options paper' that examines what legislative framework would need to be in place to enable 'the requirement for property owners to gain an onsite system compliance certificate prior to sale of the property'.	17/06/2021	Complete	17/06/2021
Department of Environment, Land, Water and Planning	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	13	Explore legislative opportunities to ensure properties connect to sewer at the point of sale or have an onsite system compliant with legislative requirements (see Section 4.3)	Yes	DELWP will work with EPA and water corporations to consider the range of opportunities, including legislative opportunities, for appropriate domestic waste water arrangements at point of sale.	1/07/2023	Yes		Some preliminary analysis of legislative opportunities has been undertaken, including the DELWP led "Connecting to Sewerage options paper' further work is planned to continue to explore for opportunities.	1/07/2023	In progress	
Department of Environment, Land, Water and Planning	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	DELWP will undertake a review of all BP3 objectives, indicators and output performance measures using a service logic approach as part of developing the next Department Performance Statement, and make adjustments where appropriate to ensure each element is correctly aligned as service objectives, inputs, processes or outputs. DELWP will ensure alignment to any changes made in the DTF Resource Management Framework (RMF) ahead of the 2023-24 Budget, and make adjustments where appropriate. DELWP will continue to ensure alignment to the RMF on an ongoing basis.	31/05/2023	Yes		During the 2022-23 Budget Paper 3 development process, DELWP reviewed its objectives, indicators and output performance measures using VAGO's service logic approach. A number of changes are underway including revisions to objective indicators for better alignment to departmental objectives and adjustments to output performance measures to better reflect departmental outputs. These changes will appear in the published 2022-23 Budget Papers, with further work to continue in future years. DELWP expects to implement additional changes to its performance statement following release of guidance on a service logic approach supported by Department of Treasury and Finance (DTF) via the updated Resource Management Framework. This is expected to be issued in the second half of the 2022-23 financial year. In line with the release of the revised Resource Management Framework, DELWP expects to make changes to further align its performance statement to a service logic approach in the 2023-24 Budget Paper 3 Department Performance Statement.	31/05/2023	In progress	

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Department of Environment, Land, Water and Planning	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: - developing baseline data for objective indicators (see Section 2.2) - clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) - redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) - ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) · setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	Action 1: DELWP will undertake a review of all BP3 objectives, indicators and output performance measures as part of developing its next Department Performance Statement, and make adjustments where appropriate to comply with the RMF (and where possible, its guidance material including: capturing baseline data for all objective indicators from annual reports linking outputs with departmental objectives/objective indicators redefining outputs that are too large and/or heterogenous in terms of service delivery ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions. DELWP will ensure alignment to any changes made in the RMF ahead of the 2023-24 Budget, and make adjustments where appropriate. DELWP will continue to ensure alignment to the RMF on an ongoing basis.	1/05/2023	Yes		During the 2022-23 Budget Paper 3 development process, DELWP reviewed its performance statement to ensure compliance with the Resource Management Framework. This review included investigation of output disaggregation and a review of the linkages between outputs, objective indicators and objectives. A number of changes are underway including the introduction of new output performance measures to ensure a more balanced mix of output performance measures that assess quantity, quality and timeliness, as well as the introduction of new objective indicators. These changes will appear in the published 2022-23 Budget Papers, with further work to continue in future years. Note that DELWP has a process in place for developing baseline data for objective indicators, as evidenced through the publication of historical data for objective indicators in the DELWP Annual Report. For the first time, the 2020-21 DELWP Annual Report included historical data for objective indicators that were new for the reporting period. DELWP will continue to refine its performance statement, and expects to implement additional changes following the release of the revised Department of Treasury and Finance Resource Management Framework in 2022-23.	1/05/2023	In progress	
Department of Environment, Land, Water and Planning	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	Yes	DELWP will investigate the application of unit cost performance measures for inclusion in future BP3 Department Performance Statements. Any unit cost measures that are found to be appropriate for DELWP's outputs and services will be added to subsequent Department Performance Statements. DELWP will continue to seek to create performance measures that provide meaningful insights on service efficiency on an ongoing basis. DELWP will ensure alignment to any changes made in the RMF ahead of the 2023-24 Budget, and make adjustments where appropriate. DELWP will continue to ensure alignment to the RMF on an ongoing basis.	1/05/2023	Yes		In January 2022, a number of potential unit cost performance measures were identified through discussions held with business management teams on the development of unit cost measures as a means of measuring service efficiency. Development of the potential measures and a better understanding of whether they are possible and practical will be guided by the requirements in the updated Resource Management Framework, which is expected to be issued in the second half of the 2022-23 financial year. In line with the release of the revised Resource Management Framework, DELWP will continue to investigate unit cost measures for inclusion in the 2023-24 Budget Paper 3 Department Performance Statement.	1/05/2023	In progress	

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Department of Environment, Land, Water and Planning	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	DELWP already provides variance comments for all output performance measure results that vary by more or less than five per cent in its Annual Reports. Explanatory comments are also provided for variances for expected outcomes in Department Performance Statements. DELWP will continue to ensure that specific reasons and analysis are provided for all variances of greater than five per cent. DELWP will ensure alignment to any changes made in the RMF ahead of the 2023-24 Budget, and make adjustments where appropriate. DELWP will continue to ensure alignment to the RMF on an ongoing basis.	1/05/2023	Yes		DELWP provides appropriate variance comments for all output performance measures that vary by more or less than five per cent in its Annual Reports. Explanatory comments are also provided for variances between targets and expected outcomes in Department Performance Statements. DELWP will continue to ensure that specific reasons and analysis are provided for all variances greater than five per cent.	31/05/2023	In progress	
Department of Environment, Land, Water and Planning	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: -detailed business rules for every output performance measure and objective indicator - activities that are specifically included or excluded in reporting performance results -the data source and how the result is calculated -the process for validating or assuring the quality of the raw data and/or the calculated result -how each measure's target is set (see Section 4.1)	Yes	DELWP will undertake a review of all BP3 objective indicators and performance measures to ensure that complete and up-to-date data dictionaries are available with information relating to existing requirements. DELWP will ensure alignment to any changes made in the RMF and make adjustments where appropriate. DELWP will continue to ensure alignment to the RMF on an ongoing basis.	1/12/2023	Yes		DELWP has updated its data dictionary requirements to include the additional parameters as outlined in the VAGO report. All relevant business management teams have completed a review of data dictionaries and are in the process of ensuring that information is complete and meets the updated requirements. Work to ensure that all performance measures for 2022-23 have complete data dictionaries is on track for completion by May 2023. DELWP will continue to ensure that all data dictionary parameters meet requirements and will implement any relevant additional changes following the release of the revised Department of Treasury and Finance Resource Management Framework in 2022-23.	1/12/2023	In progress	
Department of Environment, Land, Water and Planning	Protecting Critically Endangered Grasslands	2019-20	17/06/2020	1	Finalises a strategy to progress the Grassy Eucalypt Woodlands Reserve that sets how land for the reserve will be acquired and the funding strategy for delivering this commitment (see Section 2.2)	Yes	DELWP will consult stakeholders and publish a strategy for the Grassy Eucalypt Woodland Reserve that details the funding source, which mechanisms for acquiring the land will be used and specify the criteria for identifying suitable land for inclusion in reserve	30/04/2021	Yes		The Grassy Eucalypt Woodland Reserve Strategy was finalised in April 2021 and is publicly available on DELWP's website. Traditional Owners, community groups and local councils were consulted during the strategy's development and finalisation. The strategy outlines how funding will be sourced and which mechanisms for acquiring the land will be used, and specifies the criteria for identifying suitable land for inclusion in the protected area.	30/04/2021	Complete	30/04/2021
Department of Environment, Land, Water and Planning	Protecting Critically Endangered Grasslands	2019-20	17/06/2020	2	Undertakes an up-to-date condition assessment of the conservation and ecological values contained in the private land designated for the Western Grassland Reserve to inform priority land acquisitions, future interim management and ongoing management planning (see Section 2.5)	Yes	DELWP will develop a scientific method for assessing the condition of the ecological values on private land in the Western Grassland Reserve to inform and improve land acquisition and interim land management strategies DELWP will prepare the method by 30 June 2021 and undertake on-ground site assessments in Spring 2021 and 2022 where landowners agree to provide access to collect information on biodiversity condition and extent and weed extent The Department will also utilise remote sensing technology to collect information An interim report will be prepared following the first round of assessments will be completed 28 February 2022	26/02/2023	Yes		Intensive surveys of 2838 ha of private and public land in the Western Grassland Reserve (WGR) were completed in Spring 2021. These surveys cover about 19% of the WGR at high intensity (12,000 plots). These surveys were co-designed between Arthur Rylah Institute, Wyndham City Council, Agriculture Victoria and Parks Victoria to gain better information at lower costs. The survey results have significant implications for planning and prioritising interim management activities. Additional time is required to examine the data and an interim report will be completed by 31 March	26/02/2023	In progress	

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											2022. The survey method is designed so the data can also be used by Agriculture Victoria's computer model that uses satellite imagery to track and map weed levels across the 15,000-hectare WGR.			
Department of Environment, Land, Water and Planning	Protecting Critically Endangered Grasslands	2019-20	17/06/2020	3	Reviews and updates its Western Grassland Reserve interim management strategy in line with the extended acquisition timeline and in collaboration with relevant stakeholders and delivery partners (see Section 3.2)	Yes	DELWP will engage key stakeholders, land management experts and researchers and update the interim management plan to prioritise the location and type of interim management actions on private land in the Western Grassland Reserve Completion of this action is dependent on the development of the scientific method described in Recommendation 2	30/11/2021	Yes		The Western Grassland Reserve Interim Management Strategy was updated in November 2021. The strategy will assist land managers to prioritise grants to landholders on private land in the interim before it is acquired to become part of the Western Grassland Reserve. The strategy includes a prioritisation matrix that ranks biodiversity assets and threats such as weeds. The strategy utilises the latest information from on ground data and remote sensing.	30/11/2021	Complete	30/11/2021
Department of Environment, Land, Water and Planning	Protecting Critically Endangered Grasslands	2019-20	17/06/2020	4	Evaluates the effectiveness of its interim land management agreement and shares learnings with relevant councils and/or land groups (see Section 3.2)	Yes	DELWP will work closely with delivery partners to evaluate the effectiveness of the three-year interim land management agreement, which is due to finish June 2023. The results will be compared other potential land management models or program improvements. The Department will produce a report to share learning and continually improve the arrangements for interim land management	30/11/2023	Yes		The first year of delivery has been evaluated and weed control and landowner support and education has exceeded expectations of what could be achieved with the funding agreement for the first year. The learnings have been shared with relevant delivery partners and built into the second year of delivery to continue improvement.	30/11/2023	In progress	
Department of Environment, Land, Water and Planning	Protecting Critically Endangered Grasslands	2019-20	17/06/2020	7	Reviews key performance indicators for Delivering Melbourne's Newest Sustainable Communities program outputs and outcomes to: improve program reporting and transparency through more meaningful performance information include output targets that align to outcome measures and Melbourne Strategic Assessment program objectives guide management actions in both reserves (see Section 4.4).	Yes	DELWP will annually prepare plain English progress reports including maps and publish on the DELWP website (by September 30 each year) The Commissioner for Sustainability will audit outcomes every two years from commencement of the Melbourne Strategic Assessment (Environment Mitigation Levy) Act 2020 (By 31 October every second year)	31/10/2022	Yes		The first plain English report on Melbourne Strategic Assessment Ecological Outcomes was published on DELWP's website on 28 September 2021 (https://www.msa.vic.gov.au/ecological-outcomes-report-2014-to-2020). This focuses on activities delivered to date as of the 2020-21 financial year, which aligns to the first year of implementation of the Melbourne Strategic Assessment (Environment Mitigation Levy) Act 2020. Additional information has been reported to make the output performance reporting more meaningful. Outputs and Outcomes monitoring will continue to be reviewed.The Commissioner of Environmental Sustainability is on track to audit outcomes by 31 October 2022.	31/10/2022	In progress	
Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	1	reviews its Budget Paper 3 objective indicators and output performance measures, in consultation with the Department of Treasury and Finance, to ensure it meaningfully reports against its objective of a healthy and resilient biodiverse environment, as per requirements in the Resource Management Framework (see Section 2.2)	Yes	DELWP has already begun work to recise and review Budget Paper 3 objective indicators and performance measures. In doing so the department will ensure that they better reflect the guidelines of the Resource Management Framework.	31/12/2022	Yes		In January 2022 DELWP began to revise and review Budget Paper 3 (BP3) objective indicators and performance measures to align with the DTF 2020 Resource Management Framework (RMF) for departmental performance reporting. DELWP is currently in the process of developing a set of principles to help define how these revised BP3 objective indicators and performance measures should be formatted. In response to the VAGO recommendation (due December 2022), DELWP is aiming to reflect the results of the review in its Biodiversity-related objective indicators and performance measures in BP3 2023-24.	31/12/2022	In progress	

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Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	2	reviews the relevant key performance indicators to assess species trends and status listed in its Biodiversity 2037 Monitoring, Evaluation, Reporting and Improvements Framework to more meaningfully report on changes to species status and trends over time (see Section 2.2)	Yes	DELWP will review the key performance indicators and report on changes to species status and trends over time.	31/12/2022	Yes		DELWP is currently developing a new indicator framework for the Monitoring, Evaluation and Reporting Framework to improve monitoring and reporting for biodiversity, to more meaningfully account for changes over time and to measure the effectiveness of management interventions. DELWP considers that the Threatened Species Index and the Genetic Risk Index (GRI) will be meaningful mechanisms for reporting changes in species status and trends over time. Since November 2021, DELWP has engaged with research partners to design and develop a dedicated Victorian Biodiversity Index. Furthermore, DELWP has been working with research partners to test the use of the GRI for monitoring and reporting. This is being done by comparing species-specific empirical case studies that contain genetic information with current listings in the GRI to validate the use of the GRI for reporting on species' status.	31/12/2022	In progress	
Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	3	develops, implements and reports against a targeted monitoring program/s to assess and evaluate species' responses to management interventions (see Section 2.2)	Yes	DELWP has begun the development of a spatially explicit approach to prioritise species and the survey effort needed to monitor species responses to landscape scale management actions, accounting for and aligning existing monitoring efforts with these priorities. DELWP will use this to determine priorities for monitoring and will also use this report on species' responses to management interventions as part of funded biodiversity on-ground programs.	30/11/2023	Yes		DELWP will be guided by the new indicator framework for the Monitoring, Evaluation and Reporting Framework to better identify how we support the development and implementation of a targeted monitoring program. Together with research partners DELWP has already piloted analysis that will help guide our future approach.	30/11/2023	In progress	
Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	4	includes the revised monitoring program and/or indicators as per recommendations 2 and 3 in the Biodiversity 2037 Monitoring, Evaluation, Reporting and Improvements Framework or as a set of separate but aligned documents (see Section 2.2).	Yes	DELWP will revise and update the Biodiversity 2037 Monitoring, Evaluation and Reporting Framework (and/or create supplementary documents or tools) to describe the indicators and approaches delivered in response to recommendations 2 and 3.	30/06/2023	Yes		In response to Recommendations 2 and 3, DELWP is currently developing a new indicator framework for the Monitoring, Evaluation and Reporting Framework (MERF) to improve monitoring and reporting for biodiversity, to more meaningfully account for changes over time and measure the effectiveness of management interventions. From January 2022, internal and external consultation has commenced to develop the key themes addressed in the new framework for the MERF to capture a more holistic picture of biodiversity in Victoria. DELWP will incorporate the new indicator framework into the MERF as per Recommendations 2 and 3.	30/06/2023	In progress	
Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	5	prioritises species for development of action statements, develops these and oversees their timely implementation, evaluation, monitoring and reporting (see Section 3.1)	Yes	DELWP has begun a process to prioritise species for development of action statements and will publish an annual list of species for which action statements will be prepared. The first list will be published in 2022. Species known to be at greatest risk of decline will be highest priority. DELWP will implement a process for the regular review of action statements to evaluate implementation, prioritising species at greater risk of decline including those potentially impacted by catastrophic events.	30/06/2023	Yes		DELWP is developing a new framework to prioritise action statements and required management plans. DELWP will publish its first priority list in April 2022 and continue to deliver standardised action statements for all listed species in subsequent years.	30/06/2023	In progress	

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Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	6	develops and applies a set of risk-based criteria to prioritise critically endangered species at extreme risk of extinction for funding and action (see Section 3.3)	Yes	DELWP will continue to apply its existing risk-based criteria to identify and document which criticially endangered species benefit from current funding arrangements and which species may require targeted management intervention. DELWP will use these criteria to prioritise species for Specific Needs assessments and use this information to prioritise investment actions for these species.	31/12/2022	Yes		DELWP is developing a method for using risk-based criteria for prioritising critically endangered species for Specific Need Assessments. DELWP has conducted a review of previous methods and approaches from other jurisdictions for prioritising species at extreme risk of extinction. Using the outputs from this review as well as information that can be drawn from DELWP datasets and decision support tools, a draft method for prioritising critically endangered species is currently being developed. Once developed, DELWP is planning to have this draft method externally reviewed by relevant experts. The method will be adjusted and finalised following expert review and then applied to all critically endangered species listed under the Flora and Fauna Guarantee Act 1988.	31/12/2022	In progress	
Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	7	formalises a process and engages accordingly with key stakeholders to prioritise and fund critical knowledge and data gaps identified in the Biodiversity Knowledge Framework and Knowledge Portal (see Section 3.2).	Yes	DELWP will formalise the process to engage with key stakeholders to ensure shared understanding and use of Knowledge Framework and Portal, including prioritising and filling knowledge and data gaps, translating results into operation and decisions support tools and improving standards.	30/06/2023	Yes		DELWP is currently developing a communication and engagement plan targeted primarily at the research and conservation sector to increase utilisation of the Knowledge Framework and Portal as a decision support tool and means for prioritisation of biodiversity investment. The Knowledge Portal is also currently being updated to incorporate a greater number of causal models to increase the identification of critical knowledge gaps and improve internal processes for ongoing incorporation of new knowledge.	30/06/2023	In progress	
Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	8	provides updated, comprehensive, scientific and evidence-based advice to the government on the ongoing resources required to improve the net outlook for all threatened species listed under the Flora and Fauna Guarantee Act 1988 (see Section 3.4)	Yes	DELWP will use the best available scientific and evidence-based information on the outlook of threatened species to identify the suite of actions (landscape-scale and bespoke targeted actions) required to improve the overall net outlook of threatened species. DELWP will use this information to quantify the resources required to implement these actions and provide the advice to governement. This would include the cost of implementing Recommendations 2, 3 and 7.	30/11/2023	Yes		DELWP will gather the best available information to identify the actions required to improve the overall outlook of threatened species and the resources required to implement them. This work will follow on from the work done for Recommendation 6, which will help gather the best available information on the outlook of threatened species. Information from Recommendations 2, 3 and 7 will also feed into this process. Actions relating directly to responding to this recommendation have not yet started. DELWP is conducting work that will feed into this response, including actions to address Recommendation 6 and initial scoping of a framework for costing management actions.	30/11/2023	Not started	

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Department of Environment, Land, Water and Planning	Protecting Victoria's biodiversity	2021-22	13/10/2021	9	provides advice to the government about the investment required to protect and recover prioritised critically endangered species at extreme risk of extinction, identified through recommendation 6 (see Section 3.4).	Yes	Following implementation of Recommendation 6, DELWP will use current information on the outlook of each species to identify the suite of actions most likely to protect and recover the prioritised species. DELWP will then use this information to quantify the resources required to implement the identified actions and provide this advice to government. #Note DELWP assumes recommendation 9 is related to recommenation 6, not 7 as stated.	30/11/2023	Yes		Following implementation of Recommendation 6, DELWP will use current information on the outlook of each species to identify the suite of actions most likely to protect and recover the prioritised species. DELWP will then use this information to quantify the resources required to implement the identified actions and provide advice to government. Actions relating directly to responding to this recommendation have not yet started. DELWP is conducting work that will feed into this response, including actions to address Recommendation 6 (see rec 6) and initial scoping of a framework for costing management actions.	30/11/2023	Not started	
Department of Environment, Land, Water and Planning	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	2	Strengthen oversight of Victoria's coastal managers, by extending and adequately resourcing its oversight role to cover the management of all public coastal areas and: · clarifying the coastal asset management roles and responsibilities of the Department of Environment, Land, Water and Planning, and committees of management under the Crown Land (Reserves) Act 1978, the functions and the performance measures they will be held accountable for, and holding them accountable; · providing guidance to support coastal managers' decisions about where and when it is appropriate to use different climate change response options-protect, adapt, relocate or decide not to renew assets-and additional support on coastal hazard and risk assessment to those managers with limited capability and/or resources	Yes	DELWP will clarify coastal asset management roles and responsibilities of DELWP and coastal land managers including accountabilities and performance measures and articulate this in future marine and coastal policy and strategy. The Great Ocean Road Taskforce has been convened to review the effectiveness of the governance and management arrangements along the Great Ocean Road and make recommendations on governance reforms. DELWP will implement Victoria's Climate Change Adaption Plan 2017-20 and review how land use policies and provisions can be improved to better deal with natural hazards.	30/10/2020	Yes		A state-wide Marine and Coastal Policy was released in March 2020 and covers the management of all public coastal areas. It provides clarity on the roles and responsibilities for coastal asset management. It also provides guidance to support coastal managers' decisions about climate change response options. The Policy now guides ongoing planning, management and decision making by DELWP and delegated land managers. Coastal and Marine Management Plans, prepared by delegated land managers, are required to be consistent with the Policy and these plans (prepared under the Marine and Coastal Act 2018) including actions to support and build capacity of asset managers in understanding their roles and responsibilities for coastal asset management. The review of the governance arrangements for the Great Ocean Road coast and parks has been completed with the public release of the: * Community View Report * Great Ocean Road Taskforce Co-Chair Final Report with 26 recommendations on reforms to the governance arrangements * Great Ocean Road Action Plan - the Victorian Government response outlining delivery of all 26 recommendations through 18 actions. Subsequently the Great Ocean Road and Environs Protection Act 2020 and the Great Ocean Road Coast and Parks Authority have been established. Amendment VC171 to the Victoria Planning Provisions was gazetted in September 2021. The Amendment changes the Victoria Planning Provisions (VPP) and all planning schemes to implement the Marine and Coastal Policy (DELWP 2020), support coastal hazard and risk planning and sea level rise adaptation and update policy references. DELWP also developed sector-based Adaptation Actions Plans, including the Built Environment Adaptation Action Plan, which will support whole of	16/02/2022	In progress	

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											government responses to climate change. Community consultation on the plan was undertaken during 2021, tabled in Parliament in February 2022 and publicly released. Work on this recommendation has all been completed, internal verification processes are currently underway to close out this recommendation.			

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Department of Environment, Land, Water and Planning	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	3	Develop a sustainable funding model to guide the effective resourcing of coastal managers, including: · developing a coast-wide understanding of the cost and skills required to manage and maintain significant coastal assets to the levels of service needed to support their function; · appointing the most appropriate skilled and resourced coastal manager under the Crown Land (Reserves) Act 1978 based on this understanding; · implementing the coastal accounting framework once developed and requiring coastal committees of management to adhere to it	Yes	DELWP will develop a better understanding of the costs associated with the management and planning of coastal assets and land through the Financing the Coast Project currently underway and a review of fees and charges. DELWP is piloting a project to simplify the management of coastal Crown land and improve the links between capacity, resources and the responsibilities of coastal Crown land managers. Informed by this work DELWP, will explore sustainable funding models to guide the effective resourcing of coastal managers.	30/11/2019	Yes		A coast-wide understanding of the cost associated with the management and planning of coastal assets and land was completed through the Financing the Coast Project delivered in August 2019. The Marine and Coastal Policy 2020 sets out a process for identifying funding needs and future demands for management of marine and coastal Crown land. The Policy also includes guidance on co-investment arrangements, accounting and reporting, and fees and charges for activities on marine and coastal Crown land. The Marine and Coastal Strategy (currently in development) will provide for actions to progress sustainable funding models to guide the effective resourcing of coastal managers. The Future Foreshores project has completed a review of Committees of Management within the three pilot coastal compartments on the Mornington Peninsula and City of Casey, including their accountabilities and responsibilities alongside their capacity, skills and resourcing. The project has completed current state analyses and developed future management options. A stakeholder reference group further examined management options and governance arrangements on the scale of a coastal compartment and took into account the new Marine and Coastal Policy 2020 and Committee of Management Outcomes Framework. Delays in engagement occurred due to COVID-19 restrictions and online workshops were held between October – December 2020. A feasibility assessment of the preferred options was undertaken in 2021, concluding with a recommended approach for building an effective and sustainable management model for the pilot regions' Crown foreshore reserves. The lessons from this pilot are transferable to future assessments of the effectiveness and sustainability of committees of management arrangements at other Crown foreshore reserves and more broadly for reserves set aside for other purposes.	24/02/2022	Complete	24/02/2022

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Department of Environment, Land, Water and Planning	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	5	Assess the risks that coastal inundation and erosion hazards pose to coastal assets, using robust risk assessment practices that consistently apply AS/NZS ISO 31000:2009, including: · documenting the considerations, assessments, analysis and decisions that their assessments involve; · using available information to regularly review risks and monitor changes in risk ratings over time; · introducing triggers and monitoring information into their asset management and/or climate change activities as appropriate, to identify when to implement adaptation measures or revise their risk treatment approaches	Yes	DELWP will build the capacity and expertise in DELWP and partner agencies to provide ongoing advice to coastal land managers on coastal erosion and flooding hazards. Filling a recognised knowledge gap in Victoria regarding risks from erosion hazards along the coast. This will include strengthening the state wide process to consistently apply AS/NZS ISO 31000:2009 and better document the considerations, assessments, analysis and decisions as part of risk assessment processes in the management of coastal assets and in the implementation of adaptation measures. DELWP will strengthen its guidance and support to Coastal land managers to assess climate change risks from coastal inundation and erosion hazards across their coastal asset portfolios and share findings from the Victorian Coastal Monitoring Program.	30/11/2020	Yes		A state-wide coastal hazard assessment project was completed in 2017 to enable assessment of erosion and inundation risk to the Victorian Coast. The reporting includes a risk framework for coastal assessment. A new Coastal Protection Asset Database was also established in 2018 and implemented in 2019. In 2017, the Victorian Coastal Monitoring Program was implemented with focus on monitoring coastal locations of greatest immediate risk to erosion. A comprehensive evaluation report of the first 5 years of the program was completed in August 2021. This report details how DELWP now monitors change and applies to coastal infrastructure and hazard assessment projects across Victoria. In addition, support to coastal land managers has been strengthened through data and information products guided by the Marine and Coastal Policy 2020 and the findings from the Victorian Coastal Monitoring Program which have been shared and made accessible. An independent Risk Assessment Process report, prepared in July 2021, outlines the process and methodology for DELWP to undertake a risk assessment of Coastal Protection Structures (CPS). Guidance is provided for a) conducting risk assessment process that is ISO-compliant and consistent with DELWP's Risk Management Guidelines, and b) developing treatment plan, including evaluation of options, for the CPS. Using this process DELWP can identify which CPS are highest priority for future attention and management. Use of the ISO risk standard ensures that the process for prioritisation is robust and takes account of all relevant matters for consideration. The ISO risk standard also provides a mechanism for identifying relevant treatment measures to address risks that are considered unacceptable. A DELWP CPS Risk Assessment Tool has also been developed and is being used to assess risk relating to CPS's. The tool provides a link to Coastal Inspection guidelines and provides detailed instructions to users on how to complete a risk assessment.	3/11/2021	Complete	3/11/2021

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	1	In partnership with Country Fire Authority and Fire Rescue Victoria develops, implements and publicly reports on a holistic suite of performance metrics to demonstrate: the impact that planned burning has on public and private land on bushfire risk the impact that planned burning has on public and private land on ecosystem resilience the impact that non-burn fuel management activities have on public and private land on bushfire risk the impact that its activities at local and regional levels have on bushfire risk the cost-effectiveness of its fuel management activities on public and private land (see Section 2.2).	Yes	DELWP will commission a comprehensive review of fuel management targets in response to Recommendation 9 of the Inspector-General for Emergency Management's (IGEM) Inquiry into the 2019-20 Victorian Fire Season. This will occur in consultation with partner agencies and communities, including CFA and FRV. The works will be closely aligned with work to expand DELWP's Monitoring, Evaluation and Reporting Framework to incorporate all public and private land, in response to Recommendation 8 of IGEM's report. This will include: - Development of a holistic suite of performance metrics and targets for fuel management on public/private land, - Establishment of measures of fire size and intensity, - Enhanced measurement of the effectiveness of mechanical fuel treatments, - Measures of ecosystem resilience, and the effect of bushfire and fuel management on these, and - Publishing regional risk targets and exploring the application of smaller scale risk targets This work will provide information about bushfire risk at the appropriate regional and local level to support community-based risk understanding. DELWP will report on the contribution of fuel management to bushfire risk reduction in its 2019-20 Fuel Management report. DELWP will expand its Monitoring, Evaluation and Reporting Framework and Fuel Management Report to incorporate all public and private land, commencing with available activity data included in the 2021-22 Fuel Management Report. DELWP will pilot metrics for evaluating the cost effectiveness of fuel management commencing in 2021. This pilot will inform a longer-term plan for improvement of cost monitoring linking with the actions set out in response to Recommendation 10.	1/12/2021	Yes		DELWP has included information about the impact of non-burning fuel management treatments on bushfire risk into the Fuel Management Report, and has worked with the University of Melbourne to develop methods to evaluate the cost-effectiveness of fuel management treatments. A pilot procedure for metrics that consider cost-effectiveness of fuel management has been developed. Work continues to identify outcomes and outcome indicators to effectively measure the contribution of fuel management activities across different land tenures, and DELWP is currently in consultation with the sector to identify the most appropriate way to deliver this action. The comprehensive review of fuel management targets has been extended to ensure that the delivery of this work is aligned with the objectives of the whole of sector bushfire management strategy, and is being delivered in partnership with the Office of Bushfire Risk Management. DELWP engaged Aither to undertake the review of the annual fuel management report , this report is now complete. The report identifies additional existing data that can be incorporated into future reports, including public land, private land and road sides. It enables the opportunity to engage stakeholders and undertake a stocktake of data with fuel management stakeholders. Work has commenced to scope how this additional data can be incorporated in a staged approach from this year.	31/07/2022	In progress	

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	2	Enhances bushfire modelling by: -exploring multiple bushfire modelling tools to lower the -uncertainty and limitations associated with using a single modelling tool -applying more detailed fire-severity data -validating and updating fuel accumulation curves -establishing and regularly updating an archive of well-documented fire events and using this to systematically test it against a broad range of burning and fuel conditions -establishing and implementing processes to routinely review -and update its underlying datasets (see Section 2.2).	Yes	DELWP will enhance Phoenix RapidFire by updating fuel accumulation curves and establishing a review process to update datasets as part of its Risk 2.0 project, linking with implementation of recommendations from IGEM's Inquiry into the 2019-20 Victorian Fire Season. This work will be done in partnership with the other agencies in the sector, including CFA, as well as academic and research bodies. DELWP will increase the use of remote sensing data to improve fire severity information for application in bushfire risk modelling. DELWP supports the importance of exploring multiple bushfire modelling tools and will continue working with research partners and other State and Territory Governments to enhance its bushfire risk modelling capability, and lower uncertainties and limitations. DELWP will develop a procedure for Phoenix validation that will establish an archive of well-documented fire events by June 2021, piloting methods for data collection during the 2020-21 fire season.	1/12/2021	Yes		DELWP has invested in methods to improve our understanding of fuel accumulation following bushfires and planned burns of different severity, through improved fuel data collection and developing alternative fuel modelling approaches that link with severity. These developments are now being incorporated into ongoing areas of work and will improve how severity information is applied in risk modelling, and identify improvement to processes and data over time. DELWP has supported the development of the National Bushfire Simulator project, which is a project that aims to develop an alternative bushfire modelling tool, based on the latest science, and can be used across Australia. DELWP has contributed funding and is a member of the organisation developing the simulator. The National Simulator project is underway and is due for completion in 2022. Reconstructions of the major 2019/20 bushfires has been completed and an archive for fire events developed. A process for validating modelling with the current Victorian modelling tool, Phoenix, has been completed by the University of Melbourne.	23/12/2021	Complete	23/12/2021
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	3	Develops more holistic bushfire-management planning that focuses on the best mix of risk treatments rather than planned burning alone (see Section 2.3)	Yes	DELWP will incorporate additional bushfire risk treatments into strategic planning frameworks for bushfire management, working with the emergency management sector. This will link with actions in the Victorian Government's response to Recommendation 3 of IGEM's Inquiry into the 2019-20 Victorian Fire Season to review risk-based strategic and operational planning frameworks to better incorporate roadsides and private land. OELWP will develop metrics and models for measuring the effectiveness of mechanical fuel treatment on reducing bushfire risk. DELWP will prepare a bushfire science, fire ecology and knowledge and predictive services strategic plan, to identify priority investment areas. DELWP will develop metrics and mcx:lels to measure the effectiveness of bushfire suppression and ignition prevention actions.	1/12/2022	Yes		DELWP has delivered a bushfire science, fire ecology and knowledge and predictive services strategic plan, to identify priority investment areas for future work. Work currently underway to better understand the best combination of bushfire risk treatments includes: - updates to the strategic bushfire management frameworks to include additional bushfire risk treatments - developing tools and processes to enable evaluation of the effectiveness of suppression and ignition prevention activities	1/12/2022	In progress	
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	4	Determines which elements of different regional planning approaches are the most effective and implements these across the state (see Section 2.4)	Yes	DELWP will evaluate the tools and processes used by each region to undertake strategic and operational bushfire management planning to identify approaches which should be implemented state-wide. DELWP will integrate the most effective elements of different regional planning approaches into standard planning processes for the next generation of regional Bushfire Management Strategies, to enable the expansion in the breadth of risk treatments within the scope of strategies outlined in response to Recommendation 3.	1/12/2022	Yes		DELWP has conducted an evaluation of its Strategic Bushfire Management Planning process, which identified areas for improvement and opportunities to consider different planning approaches. The delivery of a Regional Innovations and Continuous Improvement review is assisting DELWP and other fire management agencies to evaluate the tools and processes used in different areas of Victoria to undertake strategic and operational bushfire management planning. This type of work will then feed into the	1/12/2022	In progress	

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											identification of approaches which could be implemented state-wide.			
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	5	improves the effectiveness, consistency and transparency of its environmental and cultural values checks by: Finalising its review of operational values checking processes and committing to an implementation plan clarifying and formalising principles and procedures, making them publicly available where possible improving capability and capacity among staff responsible for carrying out values checks, for example through training developing a long-term program of work and investment to improve the quality, consistency and comprehensiveness of underlying datasets Increasing alignment in regard to values checks between agencies carrying out fuel management (see Section 2.4)	Yes	DELWP will develop an implementation plan for its review of operational values checking processes. This will include the matters specified in VAGO's recommendation. DELWP will develop detailed guidance, including standard operating procedures, to improve the effectiveness, consistency and transparency of environmental and heritage values checks and enhance assurance around compliance with environmental legislation. This guidance will be made available to all agencies with legislated responsibilities for fuel management on public and private land. DELWP will review and update standard mitigations to respond to identified values across high risk fire management actions. DELWP will develop a values checking training module, incorporating new legislative guidance and mitigations.	1/12/2022	Yes		In response to recommendations made by VAGO for improved environmental and cultural values checking processes, DELWP has delivered an implementation plan for this review. A new Values Management Standard Operating Procedure (SOP) has been delivered which articulates the Department's intent for values management through strategic, operational and tactical planning tiers, including values checks (now renamed values assessments). This product underwent extensive consultation with staff, and over 300 updates were made in response to feedback. Further to this progress, work is on track to deliver a review of standard mitigations for environmental and cultural values. The revised processes, including guidance on legislative requirements and mitigation management, will be included in training modules to ensure compliance through the delivery of on-ground actions.	1/12/2022	In progress	

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	6	Increases its collaboration with Victorian Traditional Owner groups to facilitate the reintroduction of cultural burning and ensure effective support for these practices across all of its regions (see Section 2.6).	Yes	DELWP acknowledges the rights of Victoria's Traditional Owners to lead the return of cultural fire practices and determine the manner and timing in which this occurs. Any timelines and actions included in this response reflect actions that DELWP can directly undertake to enable Traditional Owner led cultural fire, or are under the direction of Traditional Owners. All actions will respect the principles of self-determination. DELWP will support each Traditional Owner Corporation to develop a country level implementation plan for the Victorian Traditional Owner Cultural Fire Strategy. DELWP will undertake work to embed Aboriginal cultural burn practices by updating strategic, operational and tactical burn planning processes to improve alignment with Traditional Owner cultural fire objectives as described in Country Plans, Cultural Fire Implementation Plans and/or Self-Determination Action Plans. DELWP will advise the Minister for Energy, Environment and Climate Change on options to better align the Code of Practice for Bushfire Management on Public Land with Traditional Owner objectives and the Victorian Traditional Owner Cultural Fire Strategy. This will inform the development of a new Code when the existing Code is due to expire in 2022. DELWP will develop options for sustainable funding for cultural burning. DELWP will review and report on procedural, policy, and legislative barriers to cultural fire practice. DELWP will establish a Traditional Owner led land management monitoring and research focus within DELWP's core research program to support the Traditional Owner Reading Country initiatives. DELWP will establish Traditional Owner led statewide leadership and governance arrangements to lead implementation of cultural fire practices.	1/12/2022	Yes		DELWP, along with Parks Victoria and CFA is committed to supporting Traditional Owners to re-establish cultural fire practices, including cultural burning. Traditional Owner Groups have now established a state-wide Cultural Fire Leadership Forum to support knowledge sharing and enable Traditional Owner Corporations to provide strategic advice and direction to government related to their objectives for cultural fire. DELWP has increased its collaboraton with Traditional Owner Corporations across a range of progams and projects, to directly support self-determineatoin outcomes and to ensure appropriate engagement, consultation and involvement is occuring. This includes providing support to develop country level implementation plans for the Victorian Traditional Owner Cultural Fire Strategy. In the 2021/22 budget, DELWP secured $22 million in funding to support Cultural Fire strategies, including where appropriate the reintroductoin of cultural burning and has established a grant program to enable access to funding by Traditional Owner Corporations. Barriers and opportunities to Traditional Owner participation in fire management have been identified, and this work will inform the remake of the Code of Practice for Bushfire Management (the Code). DELWP is also considering how the Code can better align with Traditional Owner objectives outlined in the Cultural Fire Strategy. The remake of the Code is being extended to December 2024. This will allow the remade Code to reflect new and updated processes delivered through commitments made to inquiries into the 2019/20 fire season, and provide greater opportunity for engagement with Traditional Owners. DELWP is exploring opportunities to ensure an integrated approach to work with Traditional Owners to identify and embed their priorities into monitoring and research processes.	1/12/2024	In progress	
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	9	Systemically documents and publicly reports reasons why it does not complete planned burns (see Section 3.2)	Yes	DELWP will incorporate additional information on factors influencing delivery of burns into the 2020-21 Fuel Management Report. DELWP will assess requirements and either introduce a new system or enhance an existing system to enable the systematic capture and evaluation of 3.2 reasons why planned burns are not completed for transparent reporting in the annual Fuel Management Report commencing from 2021 -22.	1/12/2022	Yes		DELWP initiated a trial process in April 2020 to user test potential enhancements to the existing Fuel Management System, to capture the reasons why a planned burn was not completed. As the trial data was not a complete data set, the same information was also collected separately and included in the 2020-21 Fuel Management Report. The report is publicly available on the Department of Environment, Land, Water and Planning website. Outcomes of the trial process have been used to guide the development of enhancements within the existing system, that enable more accurate reporting on limiting factors down to the individual burn	1/12/2022	In progress	

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											level, and record a reason why a burn did not proceed or was postponed, if it was scheduled and within 3 days of ignition. This reporting module has been released for use.			
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	10	DELWP and CFA develops financial reporting to moniter fuel management costs and estimate future costs.	Yes	DELWP will develop financial reporting tools and processes to monitor fuel management costs and estimate future costs, supporting more effective and efficient risk-based bushfire management. This will support analytics to drive business intelligence and resource optimisation over time.	1/07/2025	Yes		DELWP has worked with the University of Melbourne to develop methods to evaluate the cost-effectiveness of fuel management treatments. A pilot procedure for metrics that consider cost-effectiveness of fuel management has been developed. This work will provide a basis for the development of tools and processes that support effective financial reporting.	1/07/2025	Not started	
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	11	Reviews its target for the number of fuel hazard assessments conducted and ensures that this measure is evidence based, accurately reflects regional performance, and that the department monitors and reports on each regions' performance against it (see Section 3.5)	Yes	DELWP will review its fuel hazard assessment target by June 2021. DELWP will monitor and report on regional performance in the annual Fuel Management Report from 2021-22 onwards.	1/12/2021	Yes		DELWP conducted an internal review of the fuel hazard assessment target, and made recommendations to improve monitoring and reporting on this metric. As a result of this work, it was agreed that a monitoring target of 20 per cent of year one burns on the Joint Fuel Management Plan (JFMP) will be monitored in each region, pre and post-burn. The Monitoring, Evaluation and Reporting (MER) Unit undertook significant consultation with relevant subject matter experts - including regional Landscape Evaluators - to clarify interpretation and reporting of the current fuel hazard monitoring target to build on the work delivered to date.	21/12/2021	Complete	21/12/2021

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	12	Conducts more effective ecosystem resilience monitoring by: setting a target for regions on the quantity of ecosystem resilience monitoring assessments that they should complete annually setting an outcomes-level target that defines desirable values for key ecosystem resilience metrics reporting publicly against all of the metrics in its Measuring Ecosystem Resilience in Strategic Bushfire Management Planning policy in its fuel management reports (see Section 3.5)	Yes	DELWP will expand its Monitoring, Evaluation and Reporting Framework to better address ecosystem resilience. This work will form part of the expansion of DELWP's Monitoring, Evaluation and Reporting framework commited to in response to Recommendation 8 of IGEM's Inquiry into the 2019-20 Victorian fire season. DELWP will develop an outcomes-level target or targets for ecosystem resilience as part of the review of fuel management targets, as committed to in response to Recommendation 9 of the IGEM's Inquiry into the 2019-20 Victorian Fire Season.	1/12/2021	Yes		To meet this recommendation, DELWP engaged experts from the University of Melbourne and La Trobe University. This engagement resulted in two reports specifically providing the evidence required to better address ecosystem resilience in the Bushfire MER Framework (BMERF). 1. The University of Melbourne report, Fire Ecology Strategy: Ecosystem Resilience Tool and Processes Review a) Provides an independent technical review of the underpinnings of DELWP's ecological resilience assessment program and identifies opportunities for future improvement and implementation, and b) provides strategic direction regarding feasible options for improving the data, tools, processes, and metrics DELWP uses to measure and forecast ecosystem resilience. 2. The La Trobe University report, Review of ecosystem resilience monitoring targets a) Outlines a review of existing metrics, and b) recommends improved metrics for ecosystem resilience These reports provide DELWP with the evidence to better address ecosystem resilience in the Bushfire Monitoring, Evaluation and Research Framework (BMERF) expansion, as well as future VAGO actions to review fuel management targets, including outcomes level targets for ecosystem resilience. La Trobe University researchers are building on this work to provide advice on target setting that will enable DELWP to set quantitative, scalable outcomes-level targets for ecosystem resilience metrics, including regional targets.	30/06/2022	In progress	

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	13	In partnership with Parks Victoria, Country Fire Authority, Fire Rescue Victoria and councils as appropriate, collect empirical evidence after bushfire events to assess the effectiveness of different fuel management treatments, including planned burning, mulching, slashing and mineral earth breaks, and build an evidence base to the effectiveness of these treatments (see Sections 3.2, 3.3 and 3.5).	Yes	DELWP will work with Parks Victoria, CFA, FRV and councils to develop a structured and systematic process to collect the evidence necessary to assess the effectiveness of different fuel management treatments in supporting bushfire response operations and outcomes.	1/12/2021	Yes		DELWP has developed and worked with sector partners to review and refine an acquittal report, which assesses the effectiveness of different fuel treatments in supporting bushfire response and outcomes that: - Outlines a process for the collection of empirical evidence after a fire, and for using this evidence to assess the effectiveness of fuel treatments across a range of scales - Connects this process to existing sector work delivering improvement in fuel assessments, fire reconstructions, and fuel treatment objective reframing - Recommends critical elements for development of a future framework to deliver on this process. This work resulted in a process that outlines the order and required data to be collected to assess the effectiveness of different fuel management treatments in supporting bushfire response operations and outcomes. The process focusses on four key aspects: 1. The data required to be collected to accurately quantify the fuel treatment. 2. The data required to be collected during and post-fire in order to understand and accurately reconstruct a fire. 3. The questions required to be asked to gain an insight into the decision making process by Incident Management Team and on-ground staff. 4. The process of reconstruction and simulation by which the effectiveness of the future treatment can be determined both quantitively and qualitatively.	21/12/2021	Complete	21/12/2021

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	14	In partnership with councils, provide advice to government in line with the Safer Together: A new approach to reducing the risk of bushfire in Victoria policy on options to better resource the assessment of risk on private land, its treatment and activities to enforce compliance of land owners with risk-reduction treatments. (see Section 3.3).	Yes	DELWP, working with CFA, councils and the emergency management sector, will lead the development of a Whole of sector strategy to guide land and fire management in the context of a changing climate, growing population and changing demographics. The Whole of sector strategy will consider how to effectively support public and private land managers, including road managers and local governments to mitigate bushfire risks. DELWP will provide advice to Government on the matters specified in this recommendation as part of the implementation of the Government response to IGEM's Inquiry into the 2019-20 Victorian Fire Season.	1/12/2022	Yes		A whole of sector bushfire management strategy has been drafted to reflect the objectives and outcomes that the sector seeks to achieve over the next 10 years. It has been developed through consultation with fire and land management agencies (DELWP, Country Fire Authority, Parks Victoria, Emergency Management Victoria, Municipal Association of Victoria, Department of Transport, Fire Rescue Victoria, Bushfire Recovery Victoria and Local Governement Victoria), as well as Traditional Owners. Development activities undertaken included stakeholder and sector subject matter experts workshops; community consultation via Engage Victoria where the community could respond to a survey or provide submissions and meetings with nine out of 11 Traditional Owner Corporations. The draft strategy will proceed through approvals and a final phase of community consultation before the final strategy is publicly released in mid-2022. The whole of sector strategy will consider how to effectively support public and private land managers, including road managers and local governments to mitigate bushfire risks. Additionally, DELWP is providing advice to Government on the matters specified in this recommendation as part of the implementation of the Government response to IGEM's Inquiry into the 2019-20 Victorian Fire Season. DELWP and Country Fire Authority (CFA), through the Safer Together program, have funded programs and projects which will assist in the management of bushfire risk across a range of land tenures. These include more funding for engagement approaches to build community understanding of local risk and mitigation actions; grants to local government to deliver risk reduction projects in Local Governent Areass and continuing research into behavioural insights to tailor information to land owners and users. DELWP and Department of Justice and Community Services are in the early stages of developing proposed amendments to implement recommended changes to legislation. Formal governance has been established, engagement with relevant land and fire managers has commenced. Finalisation of the legislative review has been revised to December 2023 to ensure appropriate engagement with stakeholders and to ensure appropriate time is allocated to support the passage of legislation through parliament.	1/12/2023	In progress	

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Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	15	Provides advice to government, in consultation with Country Fire Authority, Fire Rescue Victoria and councils, on options to improve owner and occupier awareness of and accountability for bushfire management overlay planning controls (see Section 4.3).	Yes	DELWP will work with the CFA, in consultation with councils and Consumer Affairs, to establish options	1/11/2021	Yes		DELWP established a cross agency working group in April 2021 to oversee actions implementation. The group has since informed the discussion paper [Bushfire Planning made clearer: Options for Victoria's Planning System] on broader land use planning bushfire matters, to promote a discussion with stakeholders on key issues raised by the recommendation. Discussion paper consultation occurred on the Engage Victoria platform, from December 2021 to February 2022. Stakeholder information sessions were held in January 2022 - one each for State government departments and agencies, local government and peak/private industry. The working group is progressing the consultation outcomes and considering potential options. This work on potential options will involve further consultation with state agencies who could support their implementation and additional local councils. The Minister for Planning will be briefed by 31 May 22 on the breadth of options scoped by the Working Group, including recommendations on option/s for decision.	31/05/2022	In progress	
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	16	Investigates incentives and advises government on options to accelerate burying and insulating the remaining high-voltage bare-wire powerlines in the 33 highest risk areas (see Section 5.4)	Yes	DELWP will examine the current policy of replacing powerlines assets at end-of-life or when replacing more than four spans with a view to advise Government on accelerated options for the 33 high risk areas.	1/06/2022	Yes		From June - October 2021, DELWP has undertaken an analysis and proposed options to the Government to accelerate the undergrounding or insulating of bare-wire powerlines in the 33 highest risk areas. DELWP has also reviewed the cost of insulating or undergrounding all non-urban powerlines across the state. The updated estimated costs are $30 billion (2021) for insulating and $60 billion (2021) for undergrounding. To target any future potential investments in the 33 highest risk areas, DELWP is undertaking work to update the Risk Reduction Model developed by CSIRO.	15/02/2022	Complete	15/02/2022
Department of Environment, Land, Water and Planning	Reducing Bushfire Risks	2020-21	14/10/2020	17	Improves the Powerline Bushfire Safety Program's transparency by publicly reporting on activities, costs and risk-reduction outcomes (see Section 5.5).	Yes	The first Powerline Bushfire Safety Program Progress Report (2012-2019) has now been released and communications will continue throughout the life of the program.	Not specified	Yes		The first Powerline Bushfire Safety Program (PBSP) Progress Report (2012-2019) is complete and has been publicly released - https://www.energy.vic.gov.au/__data/assets/pdf_file/0028/481834/PBSP_ProgressReport_FINAL_WebResolution.pdf The progress report provides an overview of the program's key initiatives, including the relative risk reduction achieved under each initiative to 2019. The PBSP Benefits Realisation Report was publicly released on 11 January 2022 - https://www.energy.vic.gov.au/__data/assets/pdf_file/0026/555533/BR-Report.pdf. The Benefits Realisation Report provides a comprehensive independent review of the 10-year program including the realisation of the program objectives under each initiative.	24/08/2020	Complete	24/08/2020

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											The report also includes the costs and relative reduction in powerline bushfire risk that is associated with each key initiative. Additional communication materials will continue to be released throughout the life of the program, highlighting key activities and powerline bushfire safety outcomes.			
Department of Environment, Land, Water and Planning	Rehabilitating Mines	2020-21	5/08/2020	9	Develop a state-wide management framework for abandoned and legacy mines and quarries on Crown land that provides for better-practice approaches, such as: developing a common abandoned and legacy mines risk register developing a risk assessment matrix establishing a database for abandoned and legacy sites designating an abandoned and legacy sites agency branch or unit (see Section 3.4)	Yes	DELWP supports this recommendation in principle and will work with DJPR to develop a proposal for a state-wide management framework for abandoned and legacy mines and present this proposal to Government	31/12/2023	Yes		A joint DJPR/DELWP/PV statement on abandoned and legacy mines was completed and published on 29 December 2020. This statement improves clarity in relation to abandoned and legacy mine management responsibilities on Crown land and will underpin the framework for the management of abandoned and legacy mines. DJPR, DELWP and PV have formed a working group and a Project Control Group (PCG). The PCG is responsible for project oversight including monitoring progress, providing guidance to the working group, resolving issues and endorsing concepts and drafts prepared by the working group prior to submission to each organisations senior management for approval. The working group is responsible for the operational development of the framework. The PCG and working group have met several times since mid-2021, undertaking: -Broad scoping and direction setting -Development of terms of reference for the PCG -Preparation of a draft project plan. The development of the framework is dependent on a successful 2022-23 budget bid. DELWP, in collaboration with DJPR, is leading the development of a state budget business case.	31/12/2023	In progress	

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Department of Environment, Land, Water and Planning	Rehabilitating Mines	2020-21	5/08/2020	10	Update, complete and maintain their memorandum of understanding, making sure that it clearly covers issues related to: responsibilities over abandoned mines and quarries on Crown land, including the orderly transfer of responsibility back to the Crown land manager, and water quality during rehabilitation work plan referral and rehabilitation bond consultation processes monitoring and implementation of progressive rehabilitation and final rehabilitation sharing of information on operators' rehabilitation activities addressing ongoing management responsibilities for tailings dams, including who is responsible for managing the risk and any environmental impacts downstream in the event of dam failure (see Section 4.3).	Yes	DELWP supports this recommendation and will work with DJPR to update, complete and maintain the memorandum of understanding so that it is fit for purpose.	30/06/2021	Yes		DJPR, DELWP and Parks Victoria (PV) have formed a working group and a Project Control Group (PCG). The PCG has met regularly since early 2021 and is responsible for project oversight including monitoring progress of the Memorandum of Understanding (MoU) development, providing guidance to the working group, resolving issues and endorsing concepts and drafts prior to submission to each organisations senior management for approval. The working group was formed in late 2020 and meets weekly. The working group is responsible for the operational development of the MoU. Four workshops, attended by relevant DELWP and DJPR operational, policy and legal staff, were conducted by the working group throughout November 2020 to identify issues and analysis of these issues has been completed. A joint DJPR/DELWP/PV statement on abandoned and legacy mines was completed and published on 29 December 2020. This statement improves clarity in relation to abandoned and legacy mine management responsibilities on Crown land (aiding in the development of the abandoned mines and quarries schedule). The new MoU will consist of two parts: a Head Document and a series of schedules. The Head Document, which establishes the relationship between DELWP and DJPR and provides for the development of the schedules, was approved by the DELWP Secretary on 17 August 2021 and the DJPR Associate Secretary on 13 September 2021. Six priority schedules are being prepared. Four (exploration, mining, extractives and abandoned mines and quarries) have been reviewed by operational staff in both DJPR and DELWP. Feedback is currently being analysed to inform finalisation of the schedules. The remaining two priority schedules (pre-submission and rehabilitation) are progressing well, with the pre-submission schedule currently out for review by operational staff in both departments. Priority schedules are being prepared and a number of these have been reviewed by operational staff in both DJPR and DELWP. Feedback is currently being analysed to inform finalisation of the schedules. DELWP and DJPR are working towards delivery of the priority schedules by 30 June 2022.	30/06/2022	In progress	

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Department of Environment, Land, Water and Planning	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	1	Adopt a holistic approach to cybersecurity by integrating security efforts across both the corporate and control system environments (see Section 2.3)	Yes	DELWP will confirm AquaSure's proposed actions to adopt a holistic approach to cyber security by harmonising security efforts across VDP's corporate and control system environments and monitor progress.	30/11/2019	Yes		DELWP is leading the development of a whole-of-sector cyber security assurance framework. DELWP's contract for the desalination project ensures that DELWP's commercial proponent is responsible for the operating technologies for the Victorian Desalination Project as well as the security of those systems. DELWP's commercial proponent has comprehensive plans and processes in place that are regularly reviewed and updated to ensure that the systems provide the necessary level of security across all levels of its systems. DELWP's commercial proponent has advised that a third party subject matter expert has been engaged to review the recently (December 2020) revised security framework against the relevant security standard. The results of this review and the revised comprehensive plans was provided to DELWP in April 2021.	10/05/2021	Complete	10/05/2021
Department of Environment, Land, Water and Planning	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	2	Clarify roles and responsibilities for control system security governance (see Section 2.4)	Yes	DELWP will clarify from AquaSure the roles and responsibilities for control system security governance.	30/11/2019	Yes		DELWP's contract for the desalination project ensures that DELWP's commercial proponent is responsible for the operating technologies for the Victorian Desalination Project as well as the security of those systems. DELWP's commercial proponent has comprehensive plans and processes in place that are regularly reviewed and updated to ensure that the systems provide the necessary level of governance across all levels of its systems. DELWP's commercial proponent has advised that a third party subject matter expert has been engaged to review the recently (December 2020) revised security framework against the relevant security standard. The results of this review and the revised comprehensive plans was provided to DELWP in April 2021.	10/05/2021	Complete	10/05/2021
Department of Environment, Land, Water and Planning	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	3	Identify control system asset security vulnerabilities and risks at the detailed level (see Section 2.5)	Yes	DELWP will confirm AquaSure's approach to the identification of control system asset vulnerabilities and risks at the detailed level.	30/11/2019	Yes		DELWP's contract for the desalination project ensures that DELWP's commercial proponent is responsible for the operating technologies for the Victorian Desalination Project as well as the security of those systems. DELWP's commercial proponent has comprehensive plans and processes in place that are regularly reviewed and updated to ensure that the systems provide the necessary level of security across all levels of its systems. DELWP's commercial proponent has advised that a third party subject matter expert has been engaged to review the recently (December 2020) revised security framework against the relevant security standard. The results of this review and the revised comprehensive plans was provided to DELWP in April 2021.	10/05/2021	Complete	10/05/2021

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Department of Environment, Land, Water and Planning	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	4	Design, build and maintain a security architecture proportionate to risk that is based on leading industry security standards for control systems (see Section 2.5)	Yes	DELWP will confirm AquaSure's proposed actions to design and build a security architecture proportionate to risk that is based on leading industry security standards for control systems and monitor progress.	30/11/2019	Yes		DELWP's contract for the desalination project ensures that DELWP's commercial proponent is responsible for the operating technologies for the Victorian Desalination Project as well as the security of those systems. DELWP's commercial proponent has comprehensive plans and processes in place that are regularly reviewed and updated to ensure that the systems provide the necessary level of security across all levels of its systems. DELWP's commercial proponent has advised that a third party subject matter expert has been engaged to review the recently (December 2020) revised security framework against the relevant security standard. The results of this review and the revised comprehensive plans was provided to DELWP in April 2021.	10/05/2021	Complete	10/05/2021
Department of Environment, Land, Water and Planning	State Purchase Contracts	2018-19	20/09/2018	9	Undertake a risk-based assessment of potential contract leakage by analysing expenditure in accounts payable systems and report significant contract leakage to lead agencies (see Section 5.2)	Yes	Expenditure on State Purchase Contracts will be captured manually by Category Managers for contingent labour, professional services and eServices. The implementation of a new Source to Contract Tool and a new Procure to Pay tool planned for 2019 should assist in the identification of this expenditure. Where the State Purchase Contract is mandatory, DELWP will establish a process to review expenditure to determine if any leakage occurs. This will be undertaken on a phased basis according to the level of expenditure in contracts relating to each State Purchase Contract subject matter. If any significant contract leakage is found, it will be reported to the relevant Lead Agency contract manager.	1/10/2019	Yes		Category management functions are operational for Professional Services, Information and Communication Technology (ICT), and Contingent Labour, providing complete oversight of all sourcing activity in these categories. The management and reporting on contingent labour expenditure and professional services expenditure categories is done out of the Fieldglass and ServiceNow applications respectively. There is a process in place for requesting exemptions from the mandatory State Purchase Contracts (SPC)s, which helps to determine where actual leakage is occurring against the SPC and what is exempted from the SPC. DELWP has implemented measures to prevent leakage against the State Purchase Contracts (SPC)s including: • the requirement to undertake a complexity assessment for all purchases over $25,000 (the complexity assessment assesses the risks associated with the purchase, factors in any social and economic benefits, and flags existing mandatory arrangements covering a procurement e.g. SPCs • establishing formal approval processes for procurement across the department • educating staff about the proper use of SPCs through our policies and communication channels • a contract utilisation report and access to AP data, which can be used to detect instances of contract leakage after it occurs. In terms of a methodology to review expenditure to determine if leakage occurs, DELWP analyses expenditure data and 'categorises' it to highlight expenditure that appears to fall within the scope of the mandatory SPCs but did not go to a relevant SPC supplier. On at least a quarterly basis, we report any instances of 'significant leakage' to the relevant lead agency.	10/01/2022	Complete	10/01/2022

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											This audit action was closed as at end December 2021. Analysis of expenditure data for the January to March 2022 quarter will be undertaken in April and any instances of 'significant leakage' against SPCs will be reported to the relevant lead agency.			
Department of Environment, Land, Water and Planning	Supplying and Using Recycled Water	2021-22	17/11/2021	1	works with the water sector and the Environment Protection Authority Victoria to develop and implement water education programs that consider: -targeting different users, such as the community, industries, councils and the agricultural sector -improving the community, industries, councils and agricultural sector's understanding of water security and the benefits and risks of using recycled water -including consistent messaging about using recycled water and specifying roles and responsibilities for education (see Section 2.2)	Yes	DELWP will work with the water sector and the EPA to identify opportunities to improve existing engagement and education programs to increase community confidence and recycled water uptake. This process will inform the need for and delivery of any future supplementary activities to be delivered by DELWP, water corporations and EPA, in line with the relative functions of these organisations.	31/12/2022	Yes		DELWP led a workshop with representatives from water corporations, local government, EPA, Agriculture Victoria, the Department of Health, VicWater and catchment management authorities to help identify gaps and opportunities where government could provide support to improve community engagement on recycled water. A scoping paper is under development. Outcomes from the workshop and scoping document will close out the agreed action in response to the recommendation and inform activities to develop a program of work to develop and implement a water education program.	31/12/2022	In progress	
Department of Environment, Land, Water and Planning	Supplying and Using Recycled Water	2021-22	17/11/2021	3	publicly reports statewide information to share knowledge and demonstrate how integrated water management forums are delivering the expected outcomes of Water for Victoria (see Section 3.4)	Yes	DELWP will address this by developing a public integrated Water Management (IWM) 'report card', which will outline what has been delivered through the Victorian Government's IWM program under Water for Victoria	30/04/2022	Yes		DELWP is developing an Integrated Water Management (IWM) Report Card which provides an overview of DELWP's IWM program and the benefits of an IWM approach. The report card outlines achievements of the IWM program since its inception as well as recent progress. It also includes case studies of IWM projects across the state that are currently underway or recently completed. The report card is in its final drafting phase and once finalised and approved will be made public via the DELWP website.	31/03/2022	In progress	
Department of Environment, Land, Water and Planning	Supplying and Using Recycled Water	2021-22	17/11/2021	4	clarifies data reporting categories and considers separately reporting on council, residential and industrial recycled water use as well as drinking water savings (see Section 3.4).	Yes	DELWP will work with EPA, the water sector, and the Essential Services Commission (ESC) to confirm opportunities to clarify and improve data reporting categories. This will inform any changes to DELWP's annual Victorian Water Accounts.	30/08/2022	Yes		An industry workshop with water corporations who manage relationships with existing and potential recycled water customers was held to identify and analyse data improvements that will be of value to increase recycled water use, including consideration of those recommended by VAGO. DELWP is now working with the Vic Water Accounts team to ensure new data categories are included in next FY reporting and will continue to consult with industry (for example another water corporation workshop is scheduled). EPA, as the regulator of recycled water schemes, has been involved in developing the proposed revised reporting categories. DELWP has advised the ESC that it will be suggesting changes to the ESC performance indicator guidance (which triggers the collection of water corporation data for the Victorian Water Accounts).	30/08/2022	In progress	

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Department of Families, Fairness and Housing	Grants to the Migrant Workers Centre	2020-21	17/02/2021	1	recover the grant funding the Victorian Trades Hall Council misused to perform campaign activity at the November 2018 state and 2019 federal elections	Yes	Fairer Victoria Deputy Secretary Brigid Monagle will write to the Migrant Workers Centre Inc., instructing the Centre to recover payment of the $17,883.15 in Government funding misused by the Victorian Trades Hall Council (VTHC), as subcontractor for Centre.	31/03/2021	Yes		The Deputy Secretary, Fairer Victoria wrote to the Migrant Workers Centre Inc. on 16 February 2021, instructing the Centre to recover payment of the $17,883.15 in government funding misused by the Victorian Trades Hall Council, as subcontractor for the Centre. Migrant Workers Centre Inc. repaid the grant money in full to the Department on 17 February 2021.		Complete	17/02/2021
Department of Families, Fairness and Housing	Grants to the Migrant Workers Centre	2020-21	17/02/2021	2	require all grant recipients to certify that they have used the funds for their intended purpose when reporting on performance and requesting payments.	Yes	DFFH will review their grants management processes and frameworks to tighten terms and conditions of funding; revise guidelines around drafting of agreements; and revise reporting requirements. These changes will; ensure that funding recipients are clear on what is acceptable use of public money at the outset of the engagement; (using a principled approach) oblidge funding recipients to liaise with the department on certain types of high-risk or sensitive activities before engaging in them using public funds and; address under-reporting to ensure the details of activities undertaken with public money are adequately captured in progress reports and acquittals.	30/06/2021	Yes		In September 2021 DFFH undertook a Grants Practice Review which detailed the current status of grant management practice in the department and the steps required to ensure DFFH meets the grant delivery objectives identified in the Secretaries joint commitment in response to the VAGO Assurance Review of MWC. The review found that there are gaps in policy guidance, varied and insufficient grant management practice amongst staff, and an inefficient and outdated grant management platform. The review provided 7 key recommendations and an implementation plan for the 7 key recommendations to ensure DFFH meets its expectations under the VAGO Assurance Review and delivers the best service for the Victorian community. DFFH has now implemented two of these key recommendations including a departmental common certification script which ensures details of activities undertaken with public money are adequately declared in progress reports and acquittals. The implementation of the remaining five recommendations from the Grant Practice Review will further improve practice when designing grant program guidelines and reporting requirements, and offer clear guidance for staff when establishing grant agreements. One of the remaining recommendations requires an update to the Victorian Common Funding Agreement (VCFA). The work to complete updates is underway and will deliver strengthened terms and conditions of grant funding on the use of public money for political purposes. Updates to the VCFA must be completed before DFFH meets the VAGO Assurance Review recommendation in full, are on track to be delivered in 2022, noting any changes to the VCFA require WoVG endorsement.	31/07/2022	In progress	

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Department of Families, Fairness and Housing	ICT Disaster Recovery Planning	2017-18	29/11/2017	3	Develop disaster recovery plans for the systems that support critical business functions and test these plans according to the disaster recovery test program	Yes	Disaster recovery plans currently exist for 11 systems managed by Business Technology and Information Management, and the branch performs annual functional disaster recovery tests on these systems. The gap analysis will assess the disaster recovery capabilities and requirements of each critical business function and determine which system/s require disaster recovery plans and associated testing. As a result, the Disaster Recovery and Business Continuity Planning Reference Group will oversee that the required disaster recovery systems and plans are developed and regular testing is performed.	31/12/2018	Yes		The gap analysis has been completed with 56 critical applications/systems identified in line with the developed Criticality Application framework. Thirty-five high level Disaster Recovery plans have been populated in line with the gaps identified which will be provided to the relevant Application Teams for tailoring and addition of specific detail in line with business requirements. The remaining actions, as documented in the agreed management actions, will be completed by the Disaster Recovery and Business Continuity Planning Reference Group. As part of the IT resilience steering committee DR BCP Reference group (chaired by the Executive Director, CCSB) is scheduled for 24/3/2022 across both Departments (DH & DFFH). Please note that the workplan and associated actions to be discussed and agreed at the DR BCP Reference group. The DR BCP Reference Group workplan to include: - schedule of documenting critical apps DR Plans - schedule DR testing for these critical apps	31/03/2023	In progress	
Department of Families, Fairness and Housing	ICT Disaster Recovery Planning	2017-18	29/11/2017	4	Provide advice and training to staff on: · newly developed frameworks, policies, standards and procedures to increase awareness and adoption as needed; · specific disaster recovery systems	Yes	Training and guidance will be provided to specific business units within the branch and system business owners, once the deliverables from the gap analysis have been implemented.	31/12/2018	Yes		Documents have been developed as follows incorporating the advice and training requirements: - Disaster Recovery Plans - Disaster Recovery Framework - Major Incident Management Plan - Change Management Procedures The Framework will be provided to Business Owners for operational implementation which will be managed by the Disaster Recovery Coordinator (Technical Service Delivery unit of the Corporate Services division) and overseen by the Disaster Recovery and Business Continuity Planning Reference Group. Training and guidance will be an ongoing process once the deliverables from the gap analysis have been implemented. As part of the IT resilience steering committee DR BCP Reference group (chaired by the Executive Director, CCSB) first meeting is scheduled for 24/3/2022 across both Departments (DH & DFFH). The DR BCP Reference Group will manage a workplan to address this recommendation. Please note that the workplan and associated actions to be discussed and agreed at the DR BCP Reference group. Also in addition a central register to be established accross CCSB and IDS to track audit items across the Departments.	31/03/2023	In progress	

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Department of Families, Fairness and Housing	ICT Disaster Recovery Planning	2017-18	29/11/2017	11	Determine a recovery strategy for systems that support critical business functions.	Yes	The outcome of the gap analysis will determine what is the appropriate recovery strategy of each system that supports critical business functions. The Disaster Recovery and Business Continuity Planning Reference Group will ensure each system has an acceptable recovery strategy developed and implemented.	31/12/2018	Yes		As part of the IT resilience steering committee DR BCP Reference group (chaired by the Executive Director, CCSB) first meeting is scheduled for 24/3/2022 across both Departments (DH & DFFH). The DR BCP Reference Group will manage a workplan to address this recommendation. Please note that the workplan and associated actions to be discussed and agreed at the DR BCP Reference group.	31/03/2023	In progress	
Department of Families, Fairness and Housing	Maintaining the Mental Health of Child Protection Practitioners	2017-18	10/05/2018	7	The Department of Health and Human Services establish and implement a plan to improve CPPs' experiences in the court environment, in consultation with the courts, the Department of Justice and Regulation, and Victoria Legal Aid	Yes	The department will: · work with Department of Justice and Regulation, the Children's Court and Victorian Legal Aid to develop a plan that: - identifies, responds to and monitors child protection practitioners' experiences within the Children's Court, and - seeks to ensure improvements in the experiences of child protection practitioners in the court environment · establish and maintain a governance structure to oversee the implementation of the plan	30/09/2019	Yes		The work to fully acquit this recommendation has been impacted by COVID-19 in 2020, 2021 and 2022. The work that has been achieved however, includes: 1. DFFH have republished the "Complaints about inappropriate behaviour of legal practitioners" on the Child Protection Manual in July 2020. 2. In 2021 DFFH Office of Professional Practice (OPP) established the Court Practice Advice Service (CPAS) to assist Child Protection Practitioners (CPP) in preparing matters for the court. CPAS assists CPPs to access resources to build confidence in court practice, offer case consultation, and will receive complaints from CPPs where they have issues related to unprofessional conduct in court. CPAS has built a strong relationship with Court Services Victoria via the President's Strategic Advisor. 3. The CPAS internal website has a direct link to support Child Protection Practitioners to report on inappropriate conduct or other issues arising in their experiences of the Children's Court. Links to the CPAS website and form to feedback regarding court experiences are contained below. https://dhhsvicgovau.sharepoint.com/sites/PDW/SitePages/Child-Protection-Practice-Resources.aspx https://forms.office.com/Pages/ResponsePage.aspx?id=H2DgwKwPnESciKEExOufKMlek7JpJQIGorxDDRkMSSRURE5FSVBZNFIES1hDODBaUkFGTUg5UlMzQy4u&wdLOR=c9518B6C6-4BF6-4010-A17F-43CBBEAFD8AB 4. In a meeting between the Deputy Secretary Children, Families, Communities and Disability and the President of the Children's Court (29.07.2021) DFFH was advised the Code of Conduct would not be pursued as CPP and VLA staff are subject to the Code of Conduct for Public Service Employees. 5. Consultation between the Department, VLA and Court Services Victoria, have continued during this time in relation to strategies to improve the experiences of CPPs in the court environment. 6. The President engages the Chief Practitioner and Executive Director OPP as necessary and on a regular basis. The	30/06/2022	In progress	

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											President also meets with the Senior Deputy Secretary (CSOD), Deputy Secretary CFCD, and Director CPLO on a regular basis. A monthly interface meeting occurs between the department, VLA, Jurisdictional Partnerships, and CPLO.			
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process require staff to complete a declaration form for conflicts of interest at the start of each procurement clearly define secondments, contractors and consultants, and clearly communicate the appropriate engagement process for each type of staff include accompanying practical guidance that details how staff should use critical incident procurement processes (see sections 2.1, 2.2 and 2.4)	Yes	The department has amended its critical incident procurement policy to enable the Chief Procurement Officer to activate and close off the critical incident procurement process. Ensure that communications regarding the new conflict of interest system reinforces the requirement that staff undertaking a procurement must complete a conflict of interest regardless of the central procurement team's involvement. The Chief procurement Officer to write to current owner of the conflict-of-interest policy and formally to request that the policy reinforce that staff must complete a conflict-of-interest form for all procurements, regardless of a central teams involvement. The Chief Procurement Officer to work with People and Culture to establish engagement rules re contracted secondees and related reporting. The Chief Procurement Officer to ensure that a specific IntraNet SharePoint page explains rules about engagement of contracted secondees. The Chief Procurement Officer to review the existing critical incident procurement policy (CIPP) to confirm that the use of CIPP, identifying the management of conflicts of interest and monitoring how staff use procurement policies are reflected in current policy.	28/02/2022	Yes		Management actions specified at tabling still relevant	28/02/2022	Complete	4/03/2022
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: the reasons for using a critical incident procurement process how they considered value for money reasons for using a single quote that staff have considered any relevant state purchase contract that staff completed a conflict of interest declaration the relevant financial approvals (see Section 2.3)	Yes	The Chief Procurement Officer to review the existing critical incident procurement policy (CIPP) to confirm that the use of CIPP, identifying the management of conflicts of interest and monitoring how staff use procurement policies are reflected in current policy	31/12/2021	Yes		Management actions specified at tabling still relevant	31/12/2021	Complete	15/12/2021
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	The Chief Procurement Officer to be provided regular reports on the status of procurement under critical incident procurement policy. Including identification of any procurements not submitted for inclusion in the central critical incident procurement register.	31/12/2021	Yes		Management actions specified at tabling still relevant	31/12/2021	Complete	15/12/2021

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Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	9	clarify the way they define consultants, contractors and secondees, including those hired as part of strategic alliance agreements, to ensure transparent reporting around the total expenditure on professional services (see Section 2.1).	Yes	The department will ensure that the distinction between consultants, contractors secondees is clarified and understood across all the relevant areas of department.	28/02/2022	Yes		Management actions specified at tabling still relevant	28/02/2022	Complete	4/03/2022
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for departments to identify and manage the risks associated with implementing a grants program staff involved in assessing grant applications to declare any conflicts of interest (see sections 3.1 and 3.3)	Yes	Department of Families, Fairness and Housing will develop and implement a departmental Grants Management Framework that is aligned with the requirements of Better Grants by Design and that incorporates improved guidance on identifying and managing grant program risk, and declaring and managing conflict of interest of grants assessors.	31/03/2022	Yes		Fairer Victoria Grants Team has commenced the process of co-designing a practical and user friendly grants management framework that will guide grants practice at DFFH. This will form the basis of an online policy resource available to all DFFH staff. This is expected to be launched by 1 August 2022	31/07/2022	In progress	
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	Department of Families, Fairness and Housing will identify and review the Department of Families, Fairness and Housing (DFFH)'s COVID-19 grants program/s to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste.	31/12/2021	Yes		The department's Integrity Unit has identified the grant programs across the department that fall within the scope of the recommendation, and has developed a self-assessment tool which will shortly be distributed to grant program owners to complete. The self-assessment will identify gaps leading to risks of fraud, corruption or waste. The Integrity Unit will review and compile the survey results, and will consider whether 'deeper dives' are required into any higher risk grant programs. The Secretary has been briefed on this approach and has approved it.	30/06/2022	In progress	
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	The department will continue to reviews ways to align financial systems, policies and business practices that improve consistency, accessibility, and accuracy of whole of government data such as the Department of Premier and Cabinet's common corporate platforms project.	30/06/2022	Yes		Management actions specified at tabling still relevant	30/06/2022	In progress	
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	The department continues to regularly monitor and report budgets and expenditure for COVID-19 initiatives. There are established reporting processes in place, including dashboard reporting, to only track COVID-19 initiatives. Corrections and updates to tracking, including updates to program initiatives, will be completed as identified.	30/06/2022	Yes		Regular COVID reporting has been extablished and continues	30/06/2022	In progress	

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Department of Families, Fairness and Housing	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	1	Provides ongoing training and communications for staff so that they follow procurement policies and procedures and: declare any potential, perceived or actual conflicts of interest when participating in a procurement sign Declaration of Private Interests forms (and other official documents) in the presence of the witness follow guidelines when shortlisting bidders.	Yes	The department will review current procurement guides and processes to ensure all requirements in relation to Conflict of Interests are clear for all departmental staff. The department's eLearning procurement training module (currently under development) will include a section in relation to Conflict of Interest to better educate staff. The department is in the process of developing an online system for Conflict of Interests and Declaration of Private Interests. This system will support greater compliance with staff identifying, documenting, and managing conflict of interests. The new online system for Conflict of Interest and Declaration of Private Interest Forms will include a requirement for manager approval for all declarations being completed. The department will provide training for procurement staff to ensure a clear understanding of the shortlisting and evaluation process.	30/11/2021	Yes		Management actions specified at tabling still relevant	30/11/2021	Complete	8/12/2021
Department of Families, Fairness and Housing	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	2	Revises its existing procurement policies and procedures and ensures staff are provided with guidance on: witnessing signatures managing perceived and potential conflicts of interest responding to referee input.	Yes	The department is in the process of developing an online system for Conflict of Interests and Declaration of Private Interests. This system will support greater compliance with staff declaring any potential, perceived or actual conflicts of interest and remove the requirement for witnessing signatures. The department will provide training for procurement staff to ensure a clear understanding how referee input is to be considered during the evaluation process. The department will review and updated current procurement guides and processes to ensure staff only use referee checks to validate evaluation scores, and not to revise evaluation scores. The department will update referee request template to include consideration of any risks associated with perceived or potential conflicts of interest of the referee The department will include a question that confirms whether the referee currently receives any funding from the bidder in the referee request template.	30/11/2021	Yes		Management actions specified at tabling still relevant	30/11/2021	Complete	8/12/2021
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	1	Completes detailed plans outlining how it will open remaining hubs and transition them from the foundational to the full model of operations. These plans should: · map the interdependencies between all hub-related projects and sequence them · set realistic milestones for completion of each project · include detail on how it will complete projects · establish and apply criteria for prioritising projects for delivery (see Sections 2.3, 2.5 and 4.6)	Yes	FSV will revise its project plans to provide more details about how the Orange Door will open in the remaining areas, including confirming project prioritisation processes, setting realistic milestones and relating these to critical independencies and resource requirements to ensure completion of projects. FSV will develop a detailed plan outlining the transition from foundational service odel to the full service model as outlined in the Support and Safety Hub Statewide Concept	31/12/2021	Yes		• In February 2021 the FSV Program Board provided in-principal approval of The Orange Door Network Implementation Plan (2020-2022). • Work is underway to develop the pathway to the full model of operations. • Consultation has commenced in March 2022 to consider options • Detailed options development is commencing alongside this consultation •The Pathway to the Statewide Concept is scheduled to be delivered by June 2022 to acquit this recommendation, with the delivery of a paper to the Project Reform Board that will propose the short, medium and long term proposed enhancements to The Orange Door model, factoring in budget implications.	30/06/2022	In progress	

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Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	2	Improves statewide consistency of hub operations and practice by: · refining and finalising the Integrated Practice Framework so that it includes the practical detail needed to support practitioners on how to implement it · developing and communicating minimum standards for providing coordinated services to clients including how and when practitioners should share information, and assessing hubs' compliance with these (see Sections 3.2, 3.3 and 3.4)	Yes	FSV will update the current Integrated Practice Framework, including clear guidance on minimum expectations to support coordinated service delivery. This framework will include a suite of practice guidance to support service delivery, completed in collaboration with the sector. FSV will work with the sector to coordinate the implementation of the Integrated Practice Framework ensuring it is aligned with MARAM and information sharing.	31/12/2021	Yes		•This project was delayed to allow for development of critical guidance to practitioners about maintaining safe and effective service delivery during the COVID-19 response period. • To address immediate needs, a suite of materials were developed to support elements of Integrated Practice in operational areas in the first half of 2021. •The new integrated practice framework is under development. Foundational scoping is complete and VSAC consultation has occurred. •Interdisciplinary teams have been established in all Orange Door Networks and advice on statewide workflows has been provided. •Peak organisations have been engaged to undertake a piece of work to inform the framework, identifying good practice in integrated/multidisciplinary approaches. •The final framework will be delivered by December 2022, with this timing proposed to ensure it incorporates good practice examples that bring integrated practice to life, and incorporates elements from the child well-being work.	30/12/2022	In progress	
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	3	Drawing on the experiences of the open hubs, works with hub partners to develop and run comprehensive training on coordinating service responses for clients, supplemented by other activities, such as supervision, to further develop this capability (see Section 3.2)	Yes	FSV will work with the sector to develop and deliver practice development support and training activities which will be informed by positive examples of integrated practice.	31/12/2020	Yes		•The refresh of induction program is underway. The peaks have worked with FSV to develop interim packages on 'Working with client groups' which is being delivered as part of the new site Induction program, providing a greater focus on integrated practice. •Workshops have occured with Hub representatives, peak services and partners on the approach, key requirements and features of the new program to inform development of induction training and support, and ongoing learning strategies to meet needs of workers. •Revised scoping and drafting of core components of the refreshed program is occuring in response to consultation feedback. •The refreshed induction program design is expected to be finalised by June 2022. This milestone is expected to acquit the recommendation. •In addition, release of RFQ for peaks consortium for skilled and integrated practice training modules will occur early June 2022.	30/06/2022	In progress	

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Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	4	Works with local Aboriginal services and community representatives to roll out mandatory cultural safety training that is specific to hub functions and operations, for all hub staff (see Section 3.2)	Yes	FSV will work with the Aboriginal Services and Aboriginal Advisory Groups to support the delivery of cultural safety training and development opportunities for the staff at The Orange Door	31/12/2020	Yes		The project was delayed due to the need to broaden the scope to allow for a focus on cultural change alongside training. This scope now includes funding ACCOs in each area to recruit Cultural Safety Project Leads who will deliver localised training, undertake cultural safety assessments and develop action plans to improve cultural safety in the Orange Doors for Aboriginal families and staff. Progress to date includes: • interim measures are in place to ensure cultural safety training is part of induction for all new sites opening since 2020. • The Victorian Aboriginal Child Care Agency (VACCA) has been contracted to develop a new tailored training package and provide centralised community of practice. Drafts of the first 2 training modules have been provided to FSV for feedback. A further 2 modules are currently in development. •An EOI process to auspice Cultural Safety project leads concluded in late February 2022. Successful EOI outcomes in 16 of 18 Areas with all ACCOs notified 2/3/22. Local engagement to secure outcome in remaining 2 areas is underway. •Workshops with successful ACCOs held on 9, 10 March to support recruitment activities •Foundational cultural safety training is planned to commence in May-June 2022 •The finalisation of the training package for commencement of delivery is expected to acquit this recommendation and is scheduled for 30/6/22.	30/06/2022	In progress	
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	5	Works with hubs to strengthen their support for children, including: · increasing the focus on children experiencing wellbeing issues, including developing a single tool for use across all hubs that ensures hubs consistently assess and document child wellbeing risk whether in a family violence or other context, and is aligned with the Best Interests Case Practice Model · integrating the knowledge, advice and support of community-based child protection into child-related assessments and decisions in hubs (see Sections 3.3 and 4.3)	Yes	FSV will work with DHHS to deliver a consistent approach to child wellbeing risk assessments, aligned with the Best Interest Case Practice Model, currently being reviewed. The approach will be developed in consultation with the sector. FSV will update guidance on the role and function of community-based Child Protection and ensure this is embedded into Orange Door child-related assessments and decisions.	30/06/2021	Yes		•The work to standardise the approach to child well-being assessments has been delayed due to resources redeployed to the COVID-19 response and is now scheduled to be delivered by September 2022. The following progress has been made: •The Orange Door and MARAM Development Team are working on shared design principles to underpin child risk and wellbeing assessment across a range of services workforces to support better coordination of responses where wellbeing assessment can be used individually, as well as part of a family violence risk assessment and management response. •The Centre for Excellence in Children and Family Welfare are also working with FSV to undertake a program of work to build the confidence and capability among professionals coming into contact with children. Deliverables will include a literature review, practice guides, online training and statewide forum. •Work is underway to update guidance on the role and function of community-based Child Protection and ensure this is embedded into Orange Door child-related assessments and	30/09/2022	In progress	

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											decisions. •The revised integrated practice guide is incorporating treating children as clients in their own right as key principle. •The new Operational Guidance for case noting has a discrete section covering Voice of the child.			
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	6	Improves monitoring and reporting on demand in hubs by: · setting measures and targets for service backlog and timeliness, and including performance against these in regular service delivery reports · updating the client relationship management system so that it can track when clients are awaiting a response because of capacity issues at external services (see Section 3.5)	Yes	FSV will improve its active monitoring and reporting on demand in The Orange Door including settling measurs for services timelines and baocklog. FSV will update the Demand Management Plan for the Orange Door reflecting strategies and initiatives we have introduced to manage demand and will including measures and targets for service timelines and backlog. FSV will develop and implement a Statewide Demand MAnagement Framework to provide a better understanding of Service System Capacity and Demand. FSV will update the Client Relationship Management system to provide information so that it can clearly identify when clients are awaiting a response from external services.	30/06/2021	Yes		Due to reduced staffing capacity during peak period of the pandemic, this work has been continued across three streams of work and will now be delivered by December 2022 •Project planning for a demand model is underway, including work with DHHS Data and Evidence branch on linkages with DHHS Human Services Demand modelling. This work was deprioritised through 2020 as part of the response to COVID-19 pandemic, but re-started in early 2021. •A new project has been approved to build a referrals system to manage inbound and outbound referrals (and allocations) for TOD and track demand. Community Service Organisations referring into TOD, or receiving referrals or allocations from TOD, will use a whole of department referrals portal (or connect into this portal via their own systems) with the aim of providing a consistent, automated solution for referrals that will capture data on clients awaiting a response due to capacity issues at external services. Delivery of interim measures in the CRM will support each TOD area to capture wait times for core specialist services. •An interim demand management framework is in place. Background research and internal scoping of additional demand management options has been conducted. Next steps: The above work will be consolidated to deliver a revised demand management framework that will articulate agreed demand management strategies between The Orange	30/09/2022	In progress	

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											Door and core specialist services. It is expected this will be delivered in September 2022, to acquit this recommendation.			
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	7	Finalises a performance monitoring framework for hubs that includes: · indicators, measures and targets for the quality, timeliness and outcomes of services in hubs · mechanisms to capture and aggregate information about pathways for clients who the hub refers to external services and outcomes for hub clients · a definition of coordinated and integrated practice and methods to measure it (see Sections 4.2, 4.3 and 4.4)	Yes	FSV will finalise a more comprehensive Performance Monitoring Framework for TheOrange Door partnership, with robust metrict developed in a partnership with the sector. This will align with outcomes measurement and reporting requirements across government.	30/06/2021	Yes		•This recommendation was delayed due to the impact of COVID-19 limiting opportunity for engagement with operational stakeholders. •Draft performance management expectations and metrics are complete. •A first round of consultation with Hub Leadership Groups was undertaken in 2021 with further consultation planned for April-May 2022 •The Framework will be finalised to acquit this recommendation in June 2022. •Implementation will take a phased approach; implementation of the first phase of performance monitoring will commence from July 2022.	30/06/2022	In progress	

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Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2019-20	27/05/2020	8	Improves the client relationship management system to allow collection of data on the quality, timeliness and outcomes of hub performance (see Section 4.3)	Yes	FSV will improve the Client Relationship Management System to provide high-quality regular data on performance including quality, timeliness and outcomes related data.	30/06/2022	Yes		The recommendation is on track to be delivered by December 2022. Progress made to date: • There are three agreed measures to track timeliness of the client journey through The Orange Door service model: -The time from referral to assigning to a practitioner -The time from assigning to a practitioner to case closure -The time from referral to case closure • CRM Queues functionality has been activated to enable reporting against these three measures (implemented 1 July 2021) • Power BI reports are in development to report on the three agreed measures • Design and development work for quality improvements needs to be scoped in alignment with the Performance Management Framework and is subject to confirmation of business requirements. Not yet started. • Design and development work for improvements to capture data on client outcomes (outbound referrals) has been scoped at a high level and can be progressed in alignment with the Performance Management Framework and subject to confirmation of business requirements. In progress.	30/12/2022	In progress	
Department of Families, Fairness and Housing	Managing Victoria's Public Housing	2016-17	21/06/2017	3	That DHHS, DTF and DPC assess the financial and operational impacts of changes to the community housing sector's role arising from Homes for Victorians, including new housing allocation requirements	Yes	Provide analysis on potential impact of 'Homes for Victorians' on the community housing sector for the consideration of the Interdepartmental committee. Assess impacts on the community sector against Dec 2018 baseline and expectations for the consideration of the Interdepartmental committee.	1/09/2017	Yes		This action has been met. A paper was tabled at the Housing Inter-departmental Committee meeting on 27th October 2021 demonsting how the sector is meeting its allocation requirements and Performance Standards. A subsequent question was raised by the IDC with regards to content of the paper. In repsonse, additional information is scheduled to be tabled at the February 2022 IDC.	30/05/2021	Complete	27/10/2021
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	The department of Families, Fairness and Housing will undertake a systematic review of its performance statements to ensure alignment with the Resource Management Framework.	1/10/2022	Yes		The Department of Families, Fairness and Housing continually reviews and updates its performance statement. Objectives and objective indicators have been revised to reflect the department's Outcomes Framework and establish a service logic, and have been proposed to portfolio Ministers and DTF for inclusion in the 2022-23 Budget Paper 3.	1/10/2022	In progress	

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Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: · developing baseline data for objective indicators (see Section 2.2) · clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) · redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) · ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) · setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	The department of Families, Fairness and Housing will undertake a systematic review of its performance statements to ensure alignment with the Resource Management Framework.	1/10/2022	Yes		The Department of Families, Fairness and Housing continually reviews and updates its performance statement. Revised objectives, indicators, outputs and performance measures have been proposed to portfolio Ministers and DTF for inclusion in the 2022-23 Budget Paper 3. Objectives and objective indicators are consistent with the department's Outcomes Framework, and objective indicator results (described as Headline measures in the DFFH Outcomes Framework) will be published in the 2022 Strategic Plan. Objective indicators will continue to be reviewed and developed. Outputs have been linked with departmental objectives and objective indicators. Output changes have been considered as part of the review process, and will continue to be considered for future annual reviews, including those which are large and/or heterogenous in terms of service delivery. The review has considered the introduction of new measures to have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost, but there are gaps and this will continue to be worked on in future annual reviews.	1/10/2022	In progress	
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	Yes	The department of Families, Fairness and Housing will review output performance measures to ensure service efficiency can be measures appropriately.	1/12/2024	Yes		The Department of Families, Fairness and Housing continually reviews and updates its performance statement. The development of output performance measures that use unit costing to measure service service efficiency will continue to be considered as part of annual output performance measure reviews.	1/12/2024	In progress	
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	The department of Families, Fairness and Housing will analyse output performance results that vary by more or less than 5%.	1/06/2022	Yes		The Department of Families, Fairness and Housing will analyse output performance results that vary by more or less than 5%.	1/06/2022	In progress	

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Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: · detailed business rules for every output performance measure and objective indicator · activities that are specifically included or excluded in reporting performance results · the data source and how the result is calculated · the process for validating or assuring the quality of the raw data and/or the calculated result · how each measure's target is set (see Section 4.1)	Yes	The department of Families, Fairness and Housing will ensure it has complete and up to date data dictionaries for performance measures.	1/12/2022	Yes		The Department of Families, Fairness and Housing will ensure it has complete and up to date data dictionaries for performance measures. This work has commenced and will be further developed as part of future reviews of measures.	1/12/2022	In progress	
Department of Families, Fairness and Housing	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	10	Update recruitment and employment screening policies and procedures to clearly state that candidates who are existing employees should be subject to risk-based employment screening (see Section 2.2).	Yes	Review and update DHHS policies to include that candidates who are existing DHHS or VPS employees will be subject to risk-based employment screening	30/09/2020	Yes		The Standard recommended a risk-based approach by periodically screening employees. There was provision for this under the current DHHS pre-employment safety screening policy which covered direct care staff following an audit of direct care staff in 2015. Therefore this is partially complete. The policy and procedures will be reviewed to consider broadening the scope across other employee cohorts with internal successful applicants proposed to be subject to safety screening in the first instance. This work was delayed due to machinery of governent changes and COVID-19 response. This work will be ongoing.	31/12/2022	In progress	
Department of Families, Fairness and Housing	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	11	Update policies and procedures for directly engaging contractors and consultants outside whole of Victorian Government agreements to include: clear instructions and prompts for hiring managers to consider the risks associated with the contractor/consultant role and what screening may be required processes for hiring managers to ensure that they conduct any necessary screening (see Section 3.7)	Yes	Review and update DHHS policies and procedures to ensure hiring managers undertake appropriate risk assessment and determine appropriate screening required when engaging contractors and consultants outside whole of Government agreements.	30/09/2020	Yes		DTF confirmed that the SPC on-hire contract includes more information and expectations regarding safety screening for labour hire. Recent changes to ACIC processes for safety screening has meant further updates were required to the draft policy - currently awaiting sign off with an incorporated process for high risk roles and additional risk assessments and procedures for safety screening related to third party labour hire.	30/04/2022	In progress	
Department of Families, Fairness and Housing	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	12	Implement processes for identifying, declaring and managing conflicts of interest during recruitment. This should include: that all selection panel members must identify, declare and manage any conflicts of interest and record this at the short-listing phase of recruitment, prior to interview (see Section 2.7).	Yes	In accordance with VPSC conflict of interest policy and guidance material, develop and implement new processes to ensure any conflict of interest in hiring panel is appropriately identified and managed at or prior to the shortlisting stage of the recruitment process	31/12/2020	Yes		COI process now online with all recruitment policies and procedures updated to identify COI needs to be completed prior to shortlisting.		Complete	15/11/2021

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Department of Families, Fairness and Housing	Reducing the harm caused by gambling	2020-21	18/03/2021	8	establish systems and protocols for gamblers with co-occurring conditions that enable the Foundation and its funded entities to undertake holistic screening assessments and refer cases to appropriate services across mental health, alcohol and other drugs, homelessness and family violence services (see Sections 4.4 and 4.5).	Yes	Homes Victoria, an agency within the Department of Families, Fairness and Housing, proposes to: 1. provide the Foundation with information on homelessness services so that Gamblers Help services are able to refer people to homelessness or housing support services as required. 2. review homelessness policies and guidelines to ensure that funded agencies are aware of and able to consistently refer people to relevant gambling support services as needed. Family Safety Victoria will: 1. work with the VRGF to request its funded agencies to voluntarily align with the Family Violence Multi-Agency Risk Assessment and Management framework, and in consultation with DJCS, consider whether gambling help services should be prescribed under the framework. 2. include gambling help services in its VI/Ork to develop agreed and consistent service connections between The Orange Door and financial counselling services.	30/06/2022	Yes		FSV actions (expected by 30/06/2022): •Work is in progress. Meeting held between FSV and Responsible Gambling Foundation on 14 November 2021. Update: 15/3 FSV are presenting at a Clinical CoP meeting on 17 March organised by Responsible Gambling. •Agreed next steps were that the RGF would follow up with MARAM specialist team in Department of Justice and Community Safety, as well as Consumer Affairs Vic given financial counsellors have already developed tailored training, guidance and materials that could be readily adapted. •It was noted that the RGF have already connected with relevant Department of Health contacts (for community health services). •A further meeting will be held between FSV and the RGF to strengthen work around referrals. •VRGF will establish an advisory group in 2022, FSV have provided the relevant contacts to be included in this advisory group. •FSV are awating further advice from VRGF regarding further meetings and advisory groups. Homes Victoria Management actions specified at tabling still relevant. Action update (expected by October 2022): - Homes Victoria has provided information on homelessness services for use by Gamblers Help services to assist with referrals as appropriate. - Information about Gamblers Help services will be included in the revised Homelessness Program Guidelines to assist homelessness services refer people who consent, to Gambling Help services. This work is due for completion by 31 October 2022. - Homes Victoria met with the Victorian Responsible Gambling Foundation and is now represented on the Foundation's inter-agency advisory group.	31/10/2022	In progress	

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Department of Families, Fairness and Housing	Security of Government Buildings	2018-19	29/05/2019	9	Promote a strong security culture and good governance, by developing and finalising: an agency-wide physical security policy in line with best practice principles (see Section 2.2) physical security incident reporting, investigation and evaluation processes (see Section 3.5) physical security training and monitoring completion rates (see Section 2.2) implement and enforce clean desk and clear screen policies, including periodic audits or checks against staff compliance (see Section 3.2)	Yes	The department will: -develop an agency wide physical security policy, -develop and implement a communications strategy to promulgate the agency physical security policy, promoting the importance of physical security -integrate its physical security incident reporting systems and develop an investigation and evaluation process, -enhance the organisational culture with respect to physical security through development and promulgation of training, -monitor completion rates of physical security training, -refresh the existing clean desk and clean screen policy with respect to sensitive information, -periodically check staff compliance, -continue the roll out of the electronic document records management system to improve document security practices.	30/04/2021	Yes		There are eight (8) separate streams to work to be undertaken to address this recommendation. These eight (8) work streams will be commenced in January 2022 and progress through to July 2024. These eight streams of work are: a) Develop an agency-wide physical security policy b) Develop and implement a communications strategy to promulgate the agency physical security policy, promoting the importance of physical security c) Integrate its physical security incident reporting systems and develop an investigation and evaluation process d) Enhance the organisational culture with respect to physical security through development and promulgation of training e) Monitor completion rates of physical security training f) Refresh the existing clean desk and clean screen policy with respect to sensitive information g) Periodically check staff compliance h) Continue the roll-out of the electronic document records management system to improve document security practices.	1/07/2024	In progress	
Department of Families, Fairness and Housing	Security of Government Buildings	2018-19	29/05/2019	11	Develop design standards for accommodation planning and office refurbishments at client facing locations, incorporating minimum security measures and controls (see Section 3.3)	Yes	The department will develop design standards for client servicing office accommodation that incorporates, in order of priority public reception and waiting areas (Zone 1); client interface rooms/areas (Zone 2); and secure staff areas (Zone 3). These standards will be designed with the operations divisions and will incorporate the appropriate minimum-security measures and controls in line with the individual site's overall risk profile.	31/12/2020	Yes		Part completed: A broad principled based design framework has been drafted but not yet endorsed. This document provides broad design principles. The significant task of developing detailed design standards will be completed under "Priority Project 6" estimated as completed in December 2023.	31/12/2022	In progress	
Department of Families, Fairness and Housing	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	4	Improve record keeping practices, including: providing guidance to staff who respond to complaints of sexual harassment on their record keeping obligations under the department's policy and the Public Records Act 1973 performing spot checks at least annually to ensure records for formal complaints are appropriately maintained (see Section 3.3)	Yes	The department will: include specific reference to record-keeping in existing training modules, including the Leading With Respect program and other training modules on managing and responding to inappropriate behaviour. review relevant policies to ensure that guidance is provided. introduce spot checks for formal discipline matters, supported by the use of a documentation file checklist to ensure all relevant material is on file.	31/05/2020	Yes		The sexual harassment elearning module and the online record keeping elearn are prerequisite learning for Leading With Respect (LWR) participants. All new DFFH staff are also required to undertake Compliance Essentials elearns on the topics of record keeping and use of the TRIM electronic document and records management system. The DFFH Sexual harassment policy and Positive workplaces policy both include guidance on record keeping requirements for managers and People and Culture branch officers.	30/12/2021	Complete	30/12/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	17/09/2020	1	Establish governance arrangements so there is senior level oversight, clear expectations and internal reporting for the delivery and performance of homelessness initiatives at the program level (see Section 2.3)	Yes	Establish a clear reporting and risk escalation line to the executive that will better support executive oversight of homelessness initiatives.	Not specified	Yes		This action was completed at the time the VAGO audit report was tabled in Parliament on 17 September 2020. The tabled action plan reported that a reporting line to a Steering Committee comprising senior Department for Health and Human Services (now Department for Families, Fairness and Housing) executives had been established. This action was		Complete	17/09/2020

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											implemented during the audit process in preparation for the new funding allocations, associated with COVID-19. Reporting on homelessness initiatives at program level is now ongoing.			
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	18/09/2020	2	Review and ensure that funding specification documents, service agreements and program guidance for homelessness initiatives contain consistent details on the objectives of the program, what entities are required to deliver and by when, and any other requirements as agreed (see Section 2.2)	Yes	Progresively review funding specifications, service agreements and program guidelines for alignment and consistentcy, as part of the broader streamlining of funded homelessness activities.	30/06/2021	Yes		Management actions specified at tabling still relevant. Action update: -Consistent funding specification documents, service agreements and program guidance for homelessness initiatives were set up for the From Homelessness to a Home program activities and the recently launched Homes for Families program. Similarly for the Homelessness and Rough Sleeping Action Plan activities. These approaches will be applied to all future programs. -Revised program activities and guidelines for existing programs will be implemented in the new financial year (2022-23) and will replace existing guidelines. These documents will be reviewed thereafter as part of continuous improvement activities and will inform new homelessness initiatives as recommended.	31/10/2022	In progress	
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	19/09/2020	3	Ensure risk assessments are completed and risk management plans are in place for all homelessness initiatives (see Section 2.3)	Yes	A risk assessment and risk management plan will be developed prior to the implementation of the imminent $150 million homelessness initiative. Undertake risk identification and management training of HaAS staff to enable staff to conduct risk assessments for all new homelessness initiatives. Prepare risk assessments for all existing homelessness initiatives. Preopare risk assessments for all homelessness initiatives.	31/10/2020	Yes		This action is complete. Actions were as follows: -A risk assessment was conducted and a management plan was implemented for the From Homelessness to a Home (H2H) initiative. Homes Victoria developed a Risk, Assumptions, Issues and Dependencies (RAID) log, that is monitored, and updated twice weekly for the H2H program. -Risk management training is in place for relevant staff. -Risk assessments were completed by 31 August 2021 for three Homelessness and Rough Sleeping Action Plan activities (assertive outreach, supportive housing and flexible brokerage aligned to assertive outreach services). -Prior to implementation all new funded homelessness initiatives are now subject to a standard risk assessment and risk management planning by trained staff.		Complete	31/08/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	20/09/2020	4	In future provide contracted entities with program guidance prior to the commencement date of their services to assist with implementation and consistency of practice across entities (see Section 2.4)	Yes	The DHHS Contract Management Committee has endorsed new business rules that will require appropriate guidance to be in place before contracts are signed. The implementation of $150 million From Homelessness to a Home package will be subject to an expression of interest process and the new business rules will be applied when contracts are signed.	1/11/2020	Yes		This action is complete. Actions were as follows: - Endorsement of new business rules by The Department of Health and Human Services Contract Management Committee meant that changes to contract management had been integrated prior to the VAGO report being tabled in Parliament on 17 September 2020. - Program guidance was issued to From Homelessness to a Home providers prior to services commencing. This action was completed by 20 August 2021.		Complete	20/08/2021

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Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	21/09/2020	5	Improve monitoring and reporting of new homelessness initiatives by setting meaningful performance measures and targets at the outset, to enable ongoing performance monitoring at a service provider, regional, state-wide and program level (see Sections 2.2 and 4.3)	Yes	As part of the guidance development in response to recommendation 2, include information for agencies to enable them to embed appropriate data collection methods as part of their services; and the monitoring and reporting of new homelessness initiatives. Develop an improved response in relation to the implementation of From Homelessness to a Home.	30/06/2021	Yes		Management actions specified at tabling still relevant. Action update: -From Homelessness to a Home (H2H) - Guidance and performance monitoring documentation were developed for the H2H program prior to implementation. The guidelines have been updated several times since the program's implementation to reflect program changes. In February 2022 client reporting changed from daily to weekly. As of December 2021 monthly Funding Reconciliation Reporting has moved to a six monthly schedule. - Homelessness and Rough Sleeping Action Plan guidelines were reviewed, updated and distributed to specialist homelessness services in January 2022. The revised guidelines contained performance targets and measures to enable ongoing performance monitoring as recommended by VAGO.		Complete	31/01/2022
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	22/09/2020	6	Ensure contracted entities have appropriate and timely transition arrangements for Homelessness and Rough Sleeping Action Plan program clients at the end of the program (see Section 2.5).	Yes	Continue to work with funded entities to ensure they are developing exit and transaction pathways for clients as expressed in their funding submission for the program, Consider future of modular units in light of evaluation findings.	30/12/2020	Yes		This action is complete. Actions were as follows: -Funding allocated in the 2021-22 Victorian Budget has meant that clients assisted by assertive outreach and supportive housing teams will continue to be offered assistance and all funded entities will continue to develop exit and transition pathways for clients. -The From Homelessness to Home program guidelines outline the expectation that each client will be supported to develop a housing exit plan. All clients are eligible for the emergency housing category on the Victorian Housing Register (VHR). -Modular units continue to be utilised for Homelessness and Rough Sleeping Action Plan program (where appropriate for client needs) and this usage will be adjusted considering any relevant evaluation findings.		Complete	1/07/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	23/09/2020	7	Issue clarifying guidance to assist entities funded to deliver services under the HRSAP to improve compliance with requirements for: Assessing client vulnerability (see Section 3.2) case and care planning (see Sections 3.5 and 3.6) use of flexible brokerage funding (see Section 3.3) client feedback and entity evaluations (see Sections 3.9 and 3.10).	Yes	Develop and issue practice advice regarding areas of concern to ensure consistent practice among relevant agencies.	31/10/2020	Yes		This action is complete. Actions were as follows: -From 1 July 2021 Assertive Outreach flexible brokerage was located in a separate activity code with a clear activity descriptor outlining the purpose of this funding. -Guidelines for Assertive Outreach and Supportive Housing activities were revised in consultation with providers and distributed in January 2022.		Complete	31/01/2022

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Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	24/09/2020	8	Establish a process to better understand demand for homelessness and rough sleeping services in Victoria, including the establishment of baselines to measure the impact of programs (see Section 4.2)	Yes	Victoria continues to work with the natioanl Homelessness and Housing Data working group. As part of the Housing and Homelessness national data improvement plan (NDIP), Victoria will participate with all jurisdictions, the Australian Institution of Health and Welfare (AIHW), homelessness peak bodies and service providers in the process led by the ABS to improve the enumeration, processing and estimation of all types of homelessness, including rough sleeping, as part of enhancement to the 2021 Census.	30/06/2023	Yes		This action is complete. Actions were as follows: -Victoria will continue to participate in regular meetings of the National Homelessness and Housing Data Working Group as part of the Homelessness Data Improvement Plan for the life of the National Housing and Homelessness Agreement. -Victoria will continue to liaise with the Australian Bureau of Statistics (ABS), Council to Homeless Persons and AIHW to ensure best possible enumeration of homeless individuals in each Census. - In 2021-22 the Victoria Government allocated $10.1 million to the Tackling Rough Sleeping Data Enablers project, to track pathways in and through homelessness and the drivers for service usage and rough sleeping.	30/06/2023	Complete	31/07/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	25/09/2020	9	Review all data collections to streamline the reporting requirements for entities and minimise duplication (see Section 4.4)	Yes	Continue to enhance the minimum dataset collected and available through the Homelessness Data Collection to reduce the need for manual shadow data collection.	Not specified	Yes		This action had commenced at the time the VAGO report was tabled in Parliament on 17 September 2020 and is now ongoing as part of continuous improvement.		Complete	17/09/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	26/09/2020	10	Increase the use of existing data, including linked data, qualitative data, and potentially unstructured data, to improve performance monitoring and decision making to support service delivery (see Section 4.5)	Yes	Continue to work with the Department of Health and Human Services Data Linkage Team to identify opportunities for discrete linkage projects to inform policy and program decisions. Investigate discrete policy program designs, select an appropriate design (including a reporting dashboard) and implement the program to ensure the provision of appropriate, up-to-date data to the executive board. Review existing homelessness performance monitoring and devise measures for regular presentation to the appropriate DHHS governance group.	30/04/2021	Yes		This action is complete. Actions were as follows: -In 2021-22 the Victorian Government allocated $10.1 million to a data enablers project to track pathways into homelessness and the drivers for service use and rough sleeping. -Homes Victoria is exploring the possibility of reporting key performance measures directly from client administrative data. This will help minimise manual service delivery tracking reporting. -Cross Government dashboards have been developed during the COVID-19 pandemic with homelessness measures (Social Justice dashboard, Department of Premier and Cabinet Insights Victoria dashboard, Aboriginal and Family Violence data portals).		Complete	1/07/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	27/09/2020	11	Report publicly, beyond the sector, on the outcome of the Evaluation of New Homelessness Initiatives in Victoria (including the Homelessness and Rough Sleeping Action Plan) (see Section 4.9)	Yes	Continue to share evaluation findings at a systems level with the homelessness peak body, council to Homeless Persons. Develop communication products for the evaluation suitable for public dissemination (subject to necessary approvals).	28/02/2021	Yes		Management actions specified at tabling still relevant. Action update: -Evaluation Communiqué's 1 and 2 were publicly released on the Council to Homeless Person's website on 11 October 2019. -Evaluation Communiqué 3 was publicly released on the Council to Homeless Person's website on 22 October 2020 and was published on the Funded Agency Channel on 30 Oct 2020. -The completion and endorsement of the homelessness systems evaluation final report and development of final communiqués was on hold due to other priority work during the COVID-19 pandemic. Completion is expected in October 2022.	31/10/2022	In progress	

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Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	28/09/2020	12	Provide homelessness services with benchmarked data to enable them to identify and address any performance gaps (see Section 4.9)	Yes	Quarterly release of data to Local Area Service Networks with ongoing review of analysis and inclusions. Use evaluation, focused research and agency input to review performance against client outcomes and promote improved approaches,	30/09/2020	Yes		This action is complete. Actions were as follows: -Quarters 1-4 of 18/19 and 19/20 LASN reports were released by December 2020. Quarters 1 and 2 of 20/21 were also released. Homes Victoria will continue to provide quarterly data reports to the LASNs. -Evaluation of New Homelessness Initiatives in Victoria communiqué's 1 and 2 were publicly released on the Council to Homeless Person's website on 11 October 2019. -Evaluation communiqué 3 was publicly released on the Council to Homeless Person's website on 22 October 2020 and published on the Department of Health and Human Services (now Department of Families, Fairness and Housing) Funded Agency Channel on 30 Oct 2020. Following approval, further communiques relating to final evaluation results will also be publicly released. -Deriving key performance measures directly from client administrative data to minimise manual service delivery tracking and reporting is being explored.		Complete	31/12/2021
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2020-21	29/09/2020	13	Measure outcomes and evaluate programs at a system-wide level and publicly report on results (see Section 4.9).	Yes	Develop communication products for the evaluation suitable for public dissemination (subject to necessary approvals).	28/02/2021	Yes		Management actions specified at tabling still relevant. Action update: -The evaluation of new homelessness programs is in the final stage of drafting and approval for release of communiques will be sought at that point (expected October 2022).	31/10/2022	In progress	
Department of Health	Access to Mental Health Services	2018-19	21/03/2019	1	Complete a thorough system map that documents its capacity, including capital and workforce infrastructure, geographical spread of services, and estimated current and future demand, including current unmet demand	Yes	The department will undertake a state-wide mapping and assessment of current and future demand that will be aligned to locality planning already scheduled to take place as part of the Statewide Design, Service and Infrastructure Plan for Victoria's Health System, 2017 - 2037. This will be supported by a comprehensive workforce strategy, which will plan for the workforce required for new and repurposed capital infrastructure.	30/11/2020	Yes		Implementation is underway and a scenario demand model has been developed, completion of this work has been impacted by COVID 19. Recommendations from the Royal Commission Final Report require revision to this work program. Implementation to be informed by recommendations of the RCVMHS, which have called for a realignment and re-organisation of mental health and wellbeing services across eight regions, with the establishment of legislated Regional Mental Health and Wellbeing Boards to undertake workforce, service and capital planning for mental health and wellbeing services. Eight Interim Boards are being established by mid-2021, to advise the Department of Health, with full Regional Board implementation by the end of 2023. Royal Commission Recommendation 47 Rec 47(1): establish a process for assessing the Victorian population's need for mental health and wellbeing services by initially using a substantially adjusted version of the National Mental Health Service Planning Framework, Rec 47(2) to develop and public a state-wide mental health and wellbeing service and capital plan and eight regional mental health and wellbeing plans with the first plans to be	31/12/2023	In progress	

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											endorsed by the Mental Health and Wellbeing Secretaries' Board by the end of 2022, with the remainder approved by the end of 2023. Target date has been updated in line with Royal Commission time frame for implementation by end of 2023.			
Department of Health	Access to Mental Health Services	2018-19	21/03/2019	2	Use this map to inform a detailed, public, state-wide investment plan that integrates service, capital and workforce planning; setting out deliverables and time frames	In principle	The department will use this map to inform funding allocations within the program area's budget, and to inform annual budget planning and business case processes. Implementation of this recommendation will also be informed by recommendations arising from the Royal Commission.	31/10/2021	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption). Implementation of this action was delayed in anticipation of final report which is directly related to this action with impacts on state-wide investment planning, integration of services, capital and workforce planning as well as setting out deliverables and time frames. Royal Commission Recommendation:. Rec 47(2): develop and publish a state-wide mental health and wellbeing service and capital plan and eight regional mental health and wellbeing service and capital plans, with the first plans to be endorsed by the Mental Health and Wellbeing Secretaries' Board by the end of 2022, with the remainder approved by the end of 2023. Rec 47 (4): by no later than the end of 2026, empower Regional Mental Health and Wellbeing Boards to update regional mental health and wellbeing service and capital plans every three years. Further Recommendation 8 and 48 - on anew approach to mental health investment and empowering Regional Boards to select new providers, as will as trialling and then implementing an Activity Based funding model for services. Target date has been updated in line with Royal Commission time frame for recommendation 47..	1/12/2026	In progress	

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Department of Health	Access to Mental Health Services	2018-19	21/03/2019	3	Set relevant access measures with targets, which reflect the intended outcomes of the investment plan, and routinely report on these internally and to the public	Yes	The department will consider the suite of available measures that to respond to known issues around access in the context of existing work to develop a performance and accountability framework for mental health services, and within the context of national reporting directions. The department recognises the need to consider any unintended consequences that could occur as a result of changes to public reporting arrangements.	31/05/2022	Yes		A Performance and Accountability Framework has been endorsed and published. The new framework will strengthen the performance indicators and targets for services and enhance accountability and demonstrated outcomes for clients with new outcome measures. Impacted by RCVMHS final report. To be reassessed March/April 2021. Royal Commission Recommendation Rec 1(1):… develop a Mental Health and Wellbeing Outcomes Framework to drive collective responsibility and accountability for mental health and wellbeing outcomes across government portfolios (By end of 2022). 1(2):… use the Mental Health and Wellbeing Outcomes Framework to monitor outcomes to inform planning and policy decisions (long term) 1(3): use the Mental Health and Wellbeing Outcomes Framework as a mechanism to inform government investment processes and asses the benefits, including the economic benefits, of early intervention (long term). 1(4) update the Mental Health and Wellbeing Outcomes Framework and publicly report on progress against outcomes at a service, system and population level, every year (long term) 49(1): establish a new performance monitoring and accountability framework…by end of 2022. Target date has been updated in line with Royal Commission time frame for recommendation 1.	1/12/2022	In progress	
Department of Health	Access to Mental Health Services	2018-19	21/03/2019	4	Undertake a price and funding review for mental health services, which includes assessing funding equity across area mental health services, and provide detailed advice to the Minister for Mental Health on the results and use this information to inform funding reforms	Yes	The department will undertake a price review of clinical mental health services. The department will establish a Mental Health Pricing Steering Committee, which will lead consultation with the sector. This work will inform the implementation of funding reforms currently underway.	31/10/2020	Yes		Project established and progressed to the point where shadow funding of a new case mix-based funding model for adult community mental health services was expected to commence in July 2020. However, the COVID-19 emergency has disrupted these plans and shadow funding is now expected to commence in July 2021. The RCVMHS final recommendations released in March 2021 will also inform planning and related next steps. Royal Commission Recommendation Rec 48(3): develop new ways of funding providers that encourage the provision of mental health and wellbeing services that consumers, families, carers and supporters value and result in an equitable allocation of resources through: (a) trialling then implementing an activity-based funding model for both bed-based and community-based mental health and wellbeing services - by end of 2022 (b) working with the Collaborative Centre for Mental Health and Wellbeing to develop and implement an approach to bundling funding	1/12/2022	In progress	

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											into one price for an evidence-informed pathway that is linked to improving outcomes - by end of 2026 (c) developing and trialling a capitation funding model that provides a tailored package for consumers, families, carers and supporter - by end of 2024 Target date has been updated in line with Royal Commission time frame for recommendation 48.			
Department of Health	Access to Mental Health Services	2018-19	21/03/2019	5	Resolve the known catchment area issues of misaligned boundaries that prevent people from accessing services	In principle	In the short to medium term, the department will work with health services with respect to known catchment issues. Implementation of this recommendation will also be informed by recommendations arising from the Royal Commission.	Not specified	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Implementation of this action was delayed in anticipation of final report which is directly related to this action with impacts on pricing and funding review for mental health services and equity. Royal Commission Recommendation Rec 3 3(3): for planning and governance purposes, realign existing boundaries and organise mental health and wellbeing services across eight regions - by end of 2022 3(4): remove rigid boundaries (or catchments) for service delivery based on where people live - by end of 2024 Target date has been updated in line with Royal Commission time frame for recommendation 3(3).	1/12/2024	In progress	

Agency name	Audit or review title	Plan year	Date published	Rec. number	Recommendation text	Initial acceptance	Agreed management action/s	Target date for completion	Accept?	If No or N/A, why?	Actions since report tabled	Current target date	Rec./action status	Date completed
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	1	In conjunction with child, adolescent and youth mental health services and consumers, develop strategic directions for child, adolescent and youth mental health services that include objectives, outcome measures with targets, and an implementation plan that is supported by evidence-based strategies at both the system and health service levels (see Section 2.2)	Yes	Not specified	31/12/2021	Yes		Initial action was not specified as it was anticipated that final RCVMHS recommendation will impact on the implementation. Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Department held off implementation of this action in anticipation of final report which is directly related to this action with impacts on child and youth mental health services including strategic direction and outcomes. Original timeline allowed 2 years from release of the RCMHS' interim report. Royal Commission Recommendations Rec 1: develop a Mental Health and Wellbeing Outcomes Framework to drive collective responsibility and accountability for mental health and wellbeing outcomes across government portfolios Rec 19: Supporting infant, child and family mental health and wellbeing (1) establish one responsive and integrated infant, child and youth mental health and wellbeing system Target date has been updated in line with Royal Commission time frame for recommendation 1 and 19.	1/12/2022	In progress	
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	2	When implementing the six recommendations from the VAGO audit Access to Mental Health Services, ensure that the needs of children, adolescents and young people as well as child, adolescent and youth mental health services are considered and applied, wherever appropriate (see Section 1.4)	Yes	Not specified	31/12/2021	Yes		Initial action was not specified as it was anticipated that final RCVMHS recommendation will impact on the implementation. Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Department held off implementation of this action in anticipation of final report which is directly related to this action with impacts on children, adolescent ad youth mental health services. Original timeline allowed 2 years from release of the RCMHS' interim report. Note that work will need to align with timelines for recommendations A1-A5, which allow up to 2 years from release of the RCVMHS' final report. See notes as per A1-A5 above Target date has been updated in line with Royal Commission Recommendation 19. Royal Commission Recommendation Rec 19: Supporting infant, child and family mental health and wellbeing (1) establish one responsive and integrated infant, child and youth mental health and wellbeing system	1/12/2022	In progress	

Agency name	Audit or review title	Plan year	Date published	Rec. number	Recommendation text	Initial acceptance	Agreed management action/s	Target date for completion	Accept?	If No or N/A, why?	Actions since report tabled	Current target date	Rec./action status	Date completed
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	3	Establish and implement a con sistent service response for 0–25 year-olds in regional Victoria that n eed crisis or specialised suppo rt beyond what their local child , adolescent and youth mental health services' community pr ograms can provide, including reviewing the extent to which t he six funded regional beds ar e able to provide an evidence-based child and adolescent se rvice (see Sections 2.4 and 3.2)	Yes	Not specified	31/12/2021	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Implementation of this action was delayed in anticipation of final report which is related to providing consistent service responses for 0-25 year olds in Regional Victoria. Original timeline allowed 2 years from release of the RCMHS' interim report. Currently being re-assessed. Implementation will undertake demand modelling and ensure that current services are anbel to provide adequate access, as well as quality and safe care. Royal Commission Recommendation Rec 19: Supporting infant, child and family mental health and wellbeing (1) establish one responsive and integrated infant, child and youth mental health and wellbeing system.	1/12/2022	In progress	
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	4	Establish and implement a tran sition plan towards achieving a consistent service response f or 19–25 year-olds with moderate and severe mental health problems (see Section 2.5)	Yes	Not specified	31/12/2021	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Department held off implementation of this action in anticipation of final report which is related to providing consistent service responses for 19 - 25year olds with moderate and severe mental health problems. . Original timeline allowed 2 years from release of the RCMHS' interim report. Original timeline allowed 2 years from release of the RCVMHS' interim report. Royal Commission Recommendations Rec 19: Supporting infant, child and family mental health and wellbeing (1) establish one responsive and integrated infant, child and youth mental health and wellbeing system - by end of 2022 Rec 21: Redesigning bed-based services for young people - by end of 2026 Targe Date has been updated in line with Royal Commission time frame for recommendation 19.	1/12/2022	In progress	
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	5	Develop and implement a child , adolescent and youth mental health workforce plan that incl udes understanding the specifi c capability needs of the secto r and specifically increasing ca pabilities in the area of dual di sability, that is, intellectual or d evelopmental disabilities compl icated by mental health proble ms (see Section 2.7)	Yes	Not specified	31/12/2020	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Implementation of this action was delayed in anticipation of final report which is related to development of child, adolescent and youth mental health workforce plan with specific capability needs. Original timeline allowed 2 years from release of the RCMHS' interim report. Original timeline allowed 2 years from release of the RCVMHS' interim report. Royal Commission Recommendations Rec 57: ...by end of 2023. implement and support structural workforce reforms. Targe Date has been updated in line with	1/12/2023	In progress	

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											Royal Commission time frame for recommendation 57.			
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	12	Benchmark the performance of child, adolescent and youth m ental healthservices in Victoria at the system level against oth er jurisdictions, and national an d international targets, and rep ort the findings and opportunities for improvement subsequently identified in the Mental Health Annual Report (see Section 3.8)	Yes	Not specified	31/07/2021	Yes		A new Performance Accountability Framework has been endorsed and published and encompasses benchmarking at service level. Benchmarking at a national level occurs via the Australian Institute of Health and Welfare.	1/07/2021	In progress	

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Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	13	Ensure that the data that the Department of Health and Human Services and/or health services need to collect about child and youth mental health services for their reporting and monitoring obligations, including the outcome measures and targets developed through Recommendation 1, is consistent with what is collected and recorded in the Client Management Interface database and develop a single and comprehensive source of guidance and business rules about data reporting requirements (see Section 3.9)	Yes	Not specified	31/12/2021	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption). Implementation of this action was delayed in anticipation of final report which is directly related to this action with impacts on state-wide investment planning, integration of services, capital and workforce planning as well as setting out deliverables and time frames. Original timeline allowed 2 years from release of the RCVMHS' interim report. Each recommendation expected to be delivered at various stages. Royal Commission Recommendations: Rec 62 62(1) develop, fund and implement modern infrastructure for ICT systems, including: (a) a new state-wide Electronic Mental Health and Wellbeing Record to replace the current CMI/ODS system - by end of 2024 (b) a review of data items currently required for service delivery and system administration, the removal of unused items and the addition of new items that accurately reflect mental health service activity and consumer outcomes - by end of 2021 … (d) a comprehensive data repository and associated clinical registries for mental health, within the recommended Mental Health Information and Data Exchange) that will support outcome measurement, future service planning, continuous improvement and mental health research - by end of 2026. Target date has been updated in line with Royal Commission time frame for recommendation 62.	1/12/2026	In progress	
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	14	Update the triage scale and process so it is developmentally appropriate for children, adolescents and young people, and considers how triage can be provided at peak periods of demand such as evenings and weekends (see Section 4.2)	Yes	Not specified	31/07/2020	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Implementation of this action was delayed in anticipation of final report which is related to updating triaging process for children, adolescent and young people. This recommendation builds on the interim report's nine recommendations and develop a Mental Health and Wellbeing Outcomes Framework to drive collective responsibility and accountability for mental health and wellbeing outcomes across government portfolios. Royal Commission Recommendations: 19(2) and 20(1)(a): for infants and children and for young people: adapt and deliver Core Functions in Recommendation 5, including Core function 2: respond to crises 24 hours a day, 7 days a week - by end of 2022 Paragraph 8.3.5: access policy and revised triage scale required to record outcomes of	1/12/2022	In progress	

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											initial support discussions - by end of 2025 Target date has been updated in line with Royal Commission time frame for recommendation 19 and 20.			
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	15	Ensure the registration forms t hat the Department of Health a nd Human Services issues to health servi ces can record a child, adolesc ent or young person's legal sta tus with regards to guardianshi p, out-of home care, and restrictive interventions or com pulsory treatment under the Di sability Act 2006, that the information can be entered into central databas es, that business rules exist fo r doing so and data entry is mo nitored to ensure it is occurrin g (see Section 4.2)	Yes	Not specified	31/07/2020	Yes		Work had commenced but completion was impacted by COVID 19 and subsequent delay of Royal Commission ito Victoria's mental health system final report which was released on 2 March 2021. Subject to those recommendations, work will commence following release of the RCVMHS final report Royal Commission Recommendations: Rec 62(1)(b): a review of data items currently required for service delivery and system administration, the removal of unused items and the addition of new items that accurately reflect mental health service activity and consumer outcomes Work can also be aligned with Recommendation C1 (development of a CAYMH strategy). Target Date has been updated in line with Royal Commission time frame for recommendation 62.	1/12/2022	In progress	
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	17	Consider establishing a High-Risk Complex Care Child and Youth Panel, with executive re presentation from out-of-home care, disability services, and mental health areas of the Department of Health and Hu man Services, with remit to: allow health services to rapidly escalate cases to the panel w hen a local service response is not meeting a young person's needs, to prevent a clinically u nnecessary inpatient stay that may cause deterioration of the young person's health and well being identify and address service gaps and service coord ination challenges that are con tributing to clinically unnecessa ry inpatient stays liaise with the National Disability Insurance Agency, as required (see Secti on 4.4)	Yes	Not specified	31/12/2020	Yes		Work had commenced but completion was impacted by COVID 19 and subsequent delay of Royal Commission into Victoria's mental health system final report which was released on 2 March 2021 Royal Commission Recommendation: Rec 4(5). with the assistance of the interim regional bodies, establish a multi-agency panel in each region to coordinate as required the delivery of multiple mental health and wellbeing services for people living with mental illness or psychological distress, including children and young people, who may require ongoing intensive treatment, care and support * Report also requires a state-wide panel to resolve complex issues requiring a system-level response Target Date has been updated in line with Royal Commission time frame for recommendation 4..	1/12/2023	In progress	

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Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	19	Establish and implement a con sistent service response for 0–25-year-olds who have intellectual or developmental di sabilities and moderate to seve re mental health problems (see Section 4.5)	Yes	Not specified	31/12/2021	Yes		Royal Commission into Victoria's Mental Health System final report was released on 2 March 2021 (originally due 31 October 2020 and delayed due to COVID-19 disruption).. Implementation of this action was delayed in anticipation of final report which is directly related to this action with impacts on establishment and implementation for this action. Royal Commission Recommendation: Rec 19(1): establish one responsive and integrated infant, child and youth mental health and wellbeing system to provide developmentally appropriate mental health and wellbeing treatment, care and support for newborns to 25-year olds.	1/12/2022	In progress	
Department of Health	Child and Youth Mental Health	2018-19	5/06/2019	20	Establish a mechanism for ope rational and clinical leaders of all child, adolescent and youth mental health services to colla borate with each other and wit h the Department of Health an d Human Services to improve service response consistency, and strengthen pathways bet ween services for clients and f amilies, including reviewing cat chment boundaries and acces s to specialised statewide pro grams (see Section 4.5).	Yes	Not specified	31/12/2021	Yes		CAMH sector collaboration mechanisms have been implemented. Work on catchments and boundaries will be informed by recommendations in the RCVMHS' final report, and will be addressed through the work on Recommendation A5 of the Access to mental health services audit (resolve the known catchment area issues of misaligned boundaries that prevent people from accessing services). Target date has been updated in line with Royal Commission time frame for recommendation 3.4. Royal Commission Recommendation 3 3(3): for planning and governance purposes, realign existing boundaries and organise mental health and wellbeing services across eight regions - by end of 2022 3(4): remove rigid boundaries (or catchments) for service delivery based on where people live - by end of 2024. Accessing state-wide services: Recommendation 6 6(3): will be clear pathways for access – referral required from AMHWS Para 8.2.3: DH, in conjunction with state-wide services, to establish clear access policies that are monitored and periodically updated - by end of 2022	1/12/2024	In progress	
Department of Health	Community Health Program	2017-18	6/06/2018	4	The Department of Health and Human Services develop a more sophisticated funding model by identifying and understanding the different service needs, demand and priorities for community health service locations across Victoria, to inform the quantum and distribution of funding	Yes	The Community Health Taskforce referenced above will also inform the development and testing of a more sophisticated funding model and a more robust demand modelling tool. Combined with the review of the unit price under recommendation 3, this will inform advice to Government on funding settings for the Community Health Program.	31/12/2019	Yes		This review was paused due to COVID-19. The project recommended mid 2020. Aspex Consulting have completed a robust costing study and conducted comprehensive consultation with the sector. This recommendation was a key focus for the Community Health Taskforce including consideration of models that incorporate care coordination and are linked to client outcomes. A project to examine Community Health Program pricing and funding arrangements is underway. The project will recommend options for funding model reform.	30/06/2021	In progress	

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Department of Health	Community Health Program	2017-18	6/06/2018	7	The Department of Health and Human Services provide divisional offices with guidance that standardises their monitoring of community health services	Yes	The department will develop: - guidance for operational divisions to ensure consistent performance monitoring of both registered and integrated community health services. This will include ensuring that performance monitoring mechanisms are aligned with the strategic objectives of the program and are informed by enhanced data collection (see response to recommendation 2); and - identify mechanisms to share best practice examples of performance monitoring and management across operational divisions.	31/12/2019	Yes		Further revisions were required due to revised agency performance framework, and to be consistent to work on outcome measures. A draft guidance document has been developed for review. Consultation is underway with agency performance staff in operational divisions to review the framework, to support consistency of DH divisional oversight and reporting of registered and integrated community health services.	30/06/2021	In progress	
Department of Health	Effectively Planning for Population Growth	2017-18	23/08/2017	8	Apply successful planning lessons learned in the Northern Growth Corridor Service Plan in developing other locality health plans	Yes	The Department of Health and Human Services accepts this recommendation, noting that the Northern Growth Corridor Service Plan is one of a number of locality, sub-regional and regional planning processes in progress or draft form under a state-wide, system wide planning framework for Victoria's health system. Key elements of the good practice identified by this Performance Audit Report include: - identification of service gaps and impediments to service development; - adoption of integrated land use planning, with the establishment of 'health precincts' that align with maternal and child health services, and schools and kindergarten infrastructure; - consideration of a long-term (20 year) outlook, with a 10 year and 20 year response; - sound stakeholder consultation processes, involving other health providers in the area, local councils, and social service providers; - identification of the scope of health services needed, and when and where they are best located; - identification of opportunities for integration with broader council and state-provided community services. The Department of Health and Human Services will apply these practices to other locality plans in progress or planned, starting immediately with practice embedded by December 2018. The Department of Health and Human Services will actively collaborate with the Department of Environment, Land, Water and Planning (DELWP) and other agencies in the Precinct Structure Planning and suburban development process, as well as other DELWP mechanisms for participation in, and alignment with, Plan Melbourne strategic actions, and Metropolitan and Regional Partnership processes, starting immediately with practice embedded by December 2018.	31/12/2018	Yes		The Department addresses health service needs from population growth through the Statewide Design, Service and Infrastructure Plan, which provides the framework to guide service, workforce and infrastructure investment. Extension of the target date has enabled recent outcomes from longterm system-wide service planning, including allocation of $123m in capital investment in the 2019-20 Victorian State Budget to expand the network of Early Parenting Centres (EPC) from 3 to 10 centres. Delivery of the EPC budget commitment is well advanced, with acquisition of land complete for several centres and locations identified for the remaining centres. Modular design work has been commenced by the Victorian Health Building Authority, with commitment to deliver the first group of new EPCs in late 2022 and the remaining construction in late 2023. The Department is also progressing the commissioning of the new EPC services, with completion of a revised Model of Care (which informs the clinical practice, funding structure and physical requirements for each service) and extensive state-wide stakeholder and local community consultation. The selected locations for new EPCs include Whittlesea (directly supporting the Northern Growth Corridor and system capacity planning for that region), Ballarat, Geelong, Frankston, Casey, Bendigo and Wyndham. Site locations were identified from statewide system and infrastructure planning, and in consultation with local community stakeholders and health service providers. The Department continues to monitor population growth and prepare appropriate infrastructure funding proposals.	30/06/2021	In progress	

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Department of Health	Effectively Planning for Population Growth	2017-18	23/08/2017	10	Undertake systematic analyses of reasons for under-participation in MCH including, from the eight-month visit onwards, and kindergarten services, including the participation of vulnerable children, and use these to evaluate service delivery models. (Note: Rec transferred from DET to DHHS in Jan 2019 due to MoG change)	Yes	1) The Department will seek opportunities to link the kindergarten data set with other data sets that include vulnerable three and four year old children that may be missing out on kindergarten, e.g. Commonwealth family day care data and child protection data from the Department of Health and Human Services (DHHS). 2) The Department will collate all existing information about under-participation from current initiatives, evaluations and projects (e.g. Best Start, Early Start Kindergarten, Access to Early Learning, the Early Childhood for Children in Out of Home Care Agreement, pre-purchased kindergarten places, the CALO participation project and children and youth area partnerships) as the basis for further analysis. The Department will work with DHHS, local governments, service providers, key stakeholders and through the Early Years Compact to support: - the expansion of central enrolment - the continuation of pre-purchased kindergarten places - the implementation of Marrung Aboriginal Education Plan 2016-2026, including the next stage of Koorie Kids Shine - work with children and youth area partnerships to document and disseminate locally driven, place-based strategies that have been effective in increasing early start kindergarten (ESK) enrolments - implementation of the outcomes of the review of the Early Childhood Agreement for Children in Out-of-Home Care. 3) The Department will continue the rollout of existing ICT projects intended to automate the regular transfer of MCH data from CDIS into a departmental database. This will greatly enhance the Department's capability to undertake detailed analyses, including reasons for under-participation. 4) The Department has completed research to understand reasons for under participation of Aboriginal families in the MCH Service. DET will trial and evaluate a service model that aims to increase access to and participation of Aboriginal families in the universal MCH Service. Model trials will commence in September 2017 and conclude in September 2018. The evaluation of the trials will inform future universal MCH service delivery.	31/01/2019	Yes		Actions 10.1 & 10.2 allocated to DET, per consultation with DH audit team Action 10.3: The Department continues to support the "Childlink" initiative led by DET, and has engaged the external system vendor to deliver an interface to enable MCH data to be automatically transferred to a secure Victorian government database for inclusion in the Childlink Register. Delivery is anticipated to align with the implementation of the Childlink pilot from June 2021. Action 10.4: Implementation was impacted by COVID-19, and initial Aboriginal MCH services will commence operation later in 2021. The Department is working with 9 local Aboriginal Controlled Community Organisations and with statewide stakeholders to introduce Aboriginal MCH services in 10 locations across Victoria. The Aboriginal MCH services support self-determination, delivering Aboriginal-led Maternal and Child Health care that is aligned with established clinical practice but recognises the cultural safety and alignment for Aboriginal communities, and the unique nature of family-based caring in these communities.	31/12/2021	In progress	
Department of Health	Follow up of Access to Public Dental Services in Victoria	2019-20	28/11/2019	9	Develop an implementation plan for introducing a consistent Dental Weighted Activity Unit rate for all community dental agencies while the Dental Weighted Activity Unit funding model is in place, informed by a sound analysis of reliable data (see Section 3.2.4)	Yes	The department accepts this recommendation, noting that work has commenced to address variations in current pricing. However, the timing and approach to implementation is dependent on Commonwealth dental reforms and funding arrangements and thus a longer timeframe for completion has been proposed in case a period of sector transition is required.	1/07/2019	Yes		The funding and pricing review project (Aspex Consulting) is continuing after sector consultations were paused in 2020 due to COVID-19. The sector consultation phase was completed in January 2021 and the final report and recommendations are being finalised.	31/12/2021	In progress	

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Department of Health	ICT Disaster Recovery Planning	2017-18	29/11/2017	3	Develop disaster recovery plans for the systems that support critical business functions and test these plans according to the disaster recovery test program	Yes	Disaster recovery plans currently exist for 11 systems managed by Business Technology and Information Management, and the branch performs annual functional disaster recovery tests on these systems. The gap analysis will assess the disaster recovery capabilities and requirements of each critical business function and determine which system/s require disaster recovery plans and associated testing. As a result, the Disaster Recovery and Business Continuity Planning Reference Group will oversee that the required disaster recovery systems and plans are developed and regular testing is performed.	31/12/2018	Yes		The gap analysis has been completed with 56 critical applications/systems identified in line with the developed Criticality Application framework. Thirty-five high level Disaster Recovery plans have been populated in line with the gaps identified which will be provided to the relevant Application Teams for tailoring and addition of specific detail in line with business requirements. The remaining actions, as documented in the agreed management actions, will be completed by the Disaster Recovery and Business Continuity Planning Reference Group.	31/03/2021	In progress	
Department of Health	ICT Disaster Recovery Planning	2017-18	29/11/2017	4	Provide advice and training to staff on: · newly developed frameworks, policies, standards and procedures to increase awareness and adoption as needed; · specific disaster recovery systems	Yes	Training and guidance will be provided to specific business units within the branch and system business owners, once the deliverables from the gap analysis have been implemented.	31/12/2018	Yes		Documents have been developed as follows incorporating the advice and training requirements: - Disaster Recovery Plans - Disaster Recovery Framework - Major Incident Management Plan - Change Management Procedures The Framework will be provided to Business Owners for operational implementation which will be managed by the Disaster Recovery Coordinator (Technical Service Delivery unit of the Corporate Services division) and overseen by the Disaster Recovery and Business Continuity Planning Reference Group. Training and guidance will be an ongoing process once the deliverables from the gap analysis have been implemented.	31/03/2021	In progress	
Department of Health	ICT Disaster Recovery Planning	2017-18	29/11/2017	11	Determine a recovery strategy for systems that support critical business functions.	Yes	The outcome of the gap analysis will determine what is the appropriate recovery strategy of each system that supports critical business functions. The Disaster Recovery and Business Continuity Planning Reference Group will ensure each system has an acceptable recovery strategy developed and implemented.	31/12/2018	Yes		Application criticality is defined by determining how quickly an outage causes a Moderate (3), Major (4) or Catastrophic (5) impact. The Application Criticality Framework has been aligned to best practice guidelines and standards including ISO 22301 and BCI GPG 2018 and was utilised to complete the business impact analysis. The Disaster Recovery Framework incorporates testing and recovery requirements including success criteria, regulatory requirements, ASAE 3402 and minimum testing requirements by Tier. The Disaster Recovery and Business Continuity Planning Reference Group will manage a program of work to ensure each system has an acceptable recovery strategy developed and implemented.	30/06/2021	In progress	

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Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	1	Form a network within the Department of Health and Human Services— comprising its finance, health policy, and hospital performance areas together with representatives from health services— that reports to a responsible Deputy Secretary, to lead a comprehensive review of Victoria's health funding in relation to Commonwealth and private funding sources, including the funding model for outpatient services, to ensure the funding model represents the best mix of state, Commonwealth and private revenue (see Section 2.2)	Yes	Not specified	31/03/2020	Yes		The department has formed an internal network of finance, policy, data collection and reporting, and performance areas to transition to the National Funding Model from 1 July 2021. This will directly align our funding model with national policies and ensure, in conjunction with 'MBS billing in Victorian public hospitals: Best practice guidelines' that revenue sources are the appropriate mix. The department is also reconvening the Health Service Funding Advisory Group with health services.	1/07/2021	In progress	
Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	2	Subsequent to the funding review, create guidance for health services to align their practice with the Department of Health and Human Services' chosen funding approach explaining best practice arrangements for utilising Commonwealth and/or other revenue sources (see Section 2.2)	Yes	Not specified	31/07/2020	Yes		The revised 'MBS billing policy framework: Victorian public hospitals' was published in August 2020 and accompanying 'MBS billing in Victorian public hospitals: Best practice guidelines' are expected to be published by the end of March 2021.	31/03/2021	In progress	
Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	3	Examine section 19(2) of the Health Insurance Act 1973 and clarify for health services whether medical practitioners can undertake private practice on a 100 per cent retention model when not employed by the health service (see Section 2.3)	Yes	Not specified	31/07/2020	Yes		Legal advice was provided and incorporated into the amendments to the MBS guidelines which have clarified the application of Section 19(2) for health services and is to be published by the end of March 2021. In addition, a Memorandum of Understanding (MoU) between the Commonwealth and the Victorian Government for the COAG Section 19(2) Exemption Initiative - Better Access to Primary Care in Rural and Remote Areas (the Initiative) was signed by Commonwealth on 17 February 2021 – thus establishing the bilateral agreement and paving the way for Victoria's participation in the Initiative.	31/03/2021	In progress	
Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	4	Evaluate private practice arrangements to measure and monitor the benefits and share results with health services to inform their practice (see Section 2.3)	Yes	Not specified	30/06/2021	Yes		A Commerical Billing Review will be undertaken. This is to occur subsequent to the publication of the 'MBS billing Victorian public hospitals: Best practice guidelines'.	31/12/2022	In progress	
Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	5	Review its Medicare Benefits Scheme billing guidance to provide health services with clarity and ensure health services comply with Australian Government legislation and Independent Hospital Pricing Authority criteria (see Section 2.2)	Yes	Not specified	30/06/2021	Yes		The revised 'MBS billing policy framework: Victorian public hospitals' was published in August 2020 and accompanying 'MBS billing in Victorian public hospitals: Best practice guidelines' are expected to be published by the end of March 2021.	31/03/2021	In progress	

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Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	6	Monitor whether health service s comply with the National Hea lth Reform Agreement and other key Com monwealth legislation (see Sec tion 2.2)	Yes	Not specified	30/06/2022	Yes		The 'MBS billing in Victorian public hospitals: Best practice guidelines' (Rec.2) requires health services to monitor their compliance. Ongoing monitoring by the department will occur once the Commercial Billing Review (Rec.4) and Watters Review (Rec.7) are implemented and health services have had time to implement changes to service.	30/06/2022	In progress	
Department of Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	7	Provide clear guidance to healt h services that they should not include private patients from s pecialists' private surgical lists on the health service's elective surgery waiting list system and monitor health services' compl iance with this (see Section 2. 2).	Yes	Not specified	30/06/2022	Yes		The recommendations outlined by the Watters Review are being incorporated into this action. This is to occur subsequent to the publication of the 'MBS billing Victorian public hospitals: Best practice guidelines' and will be completed concurrently with the Commercial Billing Review.	30/06/2022	In progress	
Department of Health	Patient Safety in Victorian Public Hospitals	2015-16	23/03/2016	1	That the Department of Health and Human Services, as a matter of priority, reviews, updates and complies with its 2011 Adverse Events Framework, including incorporating a robust data intelligence strategy.	Yes	That the Department of Health and Human Services, as a matter of priority: reviews, updates and complies with its 2011 Adverse Events Framework, including incorporating a robust data intelligence strategy	1/10/2019	Yes		Safer Care Victoria is now leading the development of a broader framework to ensure that a contemporary and best-practice approach to the management of incidents and adverse events. This includes the development of a toolkit for Health Services	31/12/2021	In progress	
Department of Health	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	10	Update recruitment and employment screening policies and procedures to clearly state that candidates who are existing employees should be subject to risk-based employment screening (see Section 2.2).	Yes	Review and update DHHS policies to include that candidates who are existing DHHS or VPS employees will be subject to risk-based employment screening	30/09/2020	Yes		The Standard recommended a risk-based approach by periodically screening employees. There is provision for this under the current DHHS pre-employment safety screening policy following an audit of direct care staff in 2015. Therefore this is partially complete. The policy and procedures will be refreshed to widen thescope to periodic screening when a decision has been made on the frequency and volume.	30/09/2021	In progress	
Department of Health	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	11	Update policies and procedures for directly engaging contractors and consultants outside whole of Victorian Government agreements to include: clear instructions and prompts for hiring managers to consider the risks associated with the contractor/consultant role and what screening may be required processes for hiring managers to ensure that they conduct any necessary screening (see Section 3.7)	Yes	Review and update DHHS policies and procedures to ensure hiring managers undertake appropriate risk assessment and determine appropriate screening required when engaging contractors and consultants outside whole of Government agreements.	30/09/2020	Yes		Draft Policy written, and to be finalised to incorporate process for high risk roles and additional risk assessments and procedures for safety screening related to third party labour hire. Working with DTF to ensure that the new tender for the SPC on-hire contract incorporates more information and expectations regarding safety screening for labour hire.	30/09/2021	In progress	

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Department of Health	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	12	Implement processes for identifying, declaring and managing conflicts of interest during recruitment. This should include: that all selection panel members must identify, declare and manage any conflicts of interest and record this at the short listing phase of recruitment, prior to interview (see Section 2.7).	Yes	In accordance with VPSC conflict of interest policy and guidance material, develop and implement new processes to ensure any conflict of interest in hiring panel is appropriately identified and managed at or prior to the shortlisting stage of the recruitment process	31/12/2020	Yes		Draft Policy written, and to be finalised to incorporate process for high risk roles and additional risk assessments and procedures for safety screening related to third party labour hire. Working with DTF to ensure that the new tender for the SPC on-hire contract incorporates more information and expectations regarding safety screening for labour hire.	30/09/2021	In progress	
Department of Health	Security of Government Buildings	2018-19	29/05/2019	11	Develop design standards for accommodation planning and office refurbishments at client facing locations, incorporating minimum security measures and controls (see Section 3.3)	Yes	The department will develop design standards for client servicing office accommodation that incorporates, in order of priority public reception and waiting areas (Zone 1); client interface rooms/areas (Zone 2); and secure staff areas (Zone 3). These standards will be designed with the operations divisions and will incorporate the appropriate minimum-security measures and controls in line with the individual site's overall risk profile.	31/12/2020	Yes		Part completed: A broad principled based design framework has been drafted but not yet endorsed. This document provides broad design principles. The significant task of developing detailed design standards will be completed under "Priority Project 6" estimated as completed in December 2022.	31/12/2022	In progress	
Department of Health	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	4	Improve record keeping practices, including: providing guidance to staff who respond to complaints of sexual harassment on their record keeping obligations under the department's policy and the Public Records Act 1973 performing spot checks at least annually to ensure records for formal complaints are appropriately maintained (see Section 3.3)	Yes	The department will: include specific reference to record-keeping in existing training modules, including the Leading With Respect program and other training modules on managing and responding to inappropriate behaviour. review relevant policies to ensure that guidance is provided. introduce spot checks for formal discipline matters, supported by the use of a documentation file checklist to ensure all relevant material is on file.	31/05/2020	Yes		The sexual harassment elearn and the online record keeping elearn are prerequisite learning for LWR participants. The LWR program has been on hold for some months due to covid19 pandemic. The program is currently going through a refresh which will allow relevant, appropriate inappropriate workplace behaviour content such as sexual harassment to be updated and or included. The program refreshed is planned for completion by end of this calendar year.	30/12/2021	In progress	
Department of Jobs, Precincts and Regions	Council Libraries	2019-20	14/11/2019	5	Works with the library sector to ensure that Local Government Performance Reporting Framework indicators reflect the changing roles of libraries (see Section 3.2)	Yes	DELWP will seek advice from the library sector through the Local Government Performance Reporting Framework (LGPRF) Technical Working Group(s) on the suitability and relevance of the LGPRF library indicators, together with any recommendations for refinement. Recommendations (if any) for variations to the LGPRF Indicators will be provided to the Minister for Local Government for consideration.	30/09/2020	Yes		On 9 July 2021, the Local Government Performance Reporting Steering Committee reviewed the recommendations from the 2021 Technical Working Group and discussed the library indicators. The Committee sought additional information from Public Libraries Victoria to support the amendments to the library indicators. Recommended changes to regulations are under consideration.	31/01/2022	Complete	27/01/2022
Department of Jobs, Precincts and Regions	Council Libraries	2019-20	15/11/2019	6	Works with Public Libraries Victoria to standardise performance data about council libraries (see Section 3.5)	Yes	DELWP will invite Public Libraries Victoria to participate in the 2020 LGPRF Technical Working Group(s) that consider opportunities to standardise performance data about council libraries. Recommendations (if any) for variations to the LGPRF indicators will be provided to the Minister for Local Government for consideration.	30/09/2020	Yes		On 9 July 2021, the Local Government Performance Reporting Steering Committee reviewed the recommendations from the 2021 Technical Working Group and discussed the library indicators. The Committee sought additional information from Public Libraries Victoria to support the amendments to the library indicators. Recommended changes to regulations are under consideration.	28/02/2022	Complete	27/01/2022

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Department of Jobs, Precincts and Regions	Council Libraries	2019-20	16/11/2019	7	Reviews the mix of recurrent and grant program funding to determine if it is the most efficient and effective way to fund libraries, including by reviewing the method of allocating recurrent library funding to Victorian councils (see Section 4.2)	Yes	DELWP will undertake a review of the mix of recurrent and grant program library funding, including reviewing the method of allocating recurrent library funding to Victorian councils.	30/06/2020	Yes		A review of the mix of grant funding and how it could better meet the needs of councils and their library services/communities has commenced and will be finalised by 30 June 2022.	30/06/2022	In progress	
Department of Jobs, Precincts and Regions	Delivering Local Government Services	2018-19	19/09/2018	7	Collate and publish available better practice resources on how councils can use the Best Value Principles, showcasing examples of council service planning and reviews (see Section 2.6)	Yes	DELWP will work with the local government sector to issue a revised and updated A Guide to Achieving a Whole of Organisation Approach to Best Value by 30 June 2019.	30/06/2019	Yes		Local Government Act 2020 replaced the Best Value principles with the service performance principles. Local Government Victoria website has a number of guidance resources for planning and reporting such as the Better Practice Guide Report of Operations.	30/06/2021	Complete	15/09/2021
Department of Jobs, Precincts and Regions	Delivering Local Government Services	2018-19	19/09/2018	8	Advise the Minister for Local Government whether councils are using the Best Value Principles—or, if proposed legislation is passed, the Service Performance Principles—and, where necessary, identify areas for improvement (see Section 2.6)	Yes	DELWP will provide advice and recommendations to the Minister for Local Government on the use of the Best Value Principles by 31 July 2019. This will be undertaken by aligning with the current legislation, or with new legislation in the context of the Local Government Bill 2018 currently before Parliament.	31/07/2019	Yes		The Local Government Bill 2018 resulted in Parliament approving the Local Government Act 2020. Local Government Act 2020 includes five service performance principles for council operations. These principles replaced the Best Value Principles. The Local Government Performance Reporting Framework is in place which is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way. The service performance measures cover the five service performance principles.	30/06/2021	Complete	15/09/2021
Department of Jobs, Precincts and Regions	Effectively Planning for Population Growth	2017-18	23/08/2017	6	Develop and implement an outcome evaluation framework to periodically review how effectively the Office of Suburban Development is contributing to greater certainty in the timely delivery of services and related infrastructure for local communities	Yes	Office of Suburban Development will develop an outcome evaluation framework and implementation timeframe for periodic review of how effectively OSD is contributing to greater certainty in the timely delivery of services and related infrastructure for local communities.	30/06/2022	Yes		Office of Suburban Development (OSD) has completed the agreed action through the establishment of a Project Management Office and the development of an Outcomes Framework. A Suburban Development Outcomes Framework was finalised in October 2021. DJPR is currently undertaking a strategic project to collect all OSD-related data, including outcomes data and to ensure such data will be systematically collected and presented annually from Q3 with evaluation reviews completed every two years, subject to adequate future state government funding.	30/06/2022	Complete	28/02/2022
Department of Jobs, Precincts and Regions	Local Government Insurance Risks	2018-19	25/07/2018	2	Develop guidance on risk management for the local government sector, which may include extending or supplementing the existing Victorian Government Risk Management Framework (see Section 2.2).	Yes	The Department of Environment, Land, Water and Planning will work with the local government sector to develop and issue guidance on risk management appropriate to local government, to be completed by June 2019.	30/06/2019	Yes		Local Government Victoria advised that: i) The resolution of the future of the Liability Mutual Insurance Scheme remains under consideration by the government and requires consideration of a new prudential framework and legislation. ii) That this audit item be closed as the resolution of this matter may be resolved as part of the broader issue of liability mutual insurance under consideration by the State Government. This presents no risk to DJPR in the short term.	28/02/2022	Complete	22/02/2022

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Department of Jobs, Precincts and Regions	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	2	in consultation with the Department of Treasury and Finance and its Office of Projects Victoria, the Department of Education and Training and other relevant agencies, leads the development of an integrated, aggregate, macro-economic model of the Victorian economy that can determine key drivers of the labour market (see Section 2.6)	In principle	DJPR is committed to working with relevant agencies to better understand the drivers of the labour market to support the delivery of major infrastructure projects as needed.	30/06/2023	Yes		DJPR is actively working with Victorian Government agencies, including the Office of Projects Victoria, to better understand drivers of the labour market, and approaches to modelling these.	30/06/2023	In progress	
Department of Jobs, Precincts and Regions	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	3	ensures that the state's employment demand modelling includes the distribution of skills across occupations and industries under the Australian and New Zealand Standard Classification of Occupations and works with other agencies as needed to do this (see Section 2.6)	In principle	DJPR is committed to expanding the state's employment projections model to consider the distribution of skills across occupations and industries, working with relevant agencies as needed.	30/06/2023	Yes		DJPR has modelled and produced an updated set of long term employment projections by detailed industries and occupations. It is currently consulting across VPS agencies and seeking feedback.	30/06/2023	In progress	
Department of Jobs, Precincts and Regions	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	11	coordinate, deliver and complete their strategies, actions and the committee work they lead by: documenting implementation plans that include tasks, responsibilities, budgets and timeline; setting objectives, measures, indicators and targets for what their strategies and actions aim to achieve; monitoring, reviewing and overseeing their progress and impact (see sections 3.3, 3.5 and 3.6).	Yes	a)The Helping Victoria Grow: Extractive Resources Strategy sets out actions supported by a funded program (ERS program). DJPR, Resources will worth through the ERS Program Control Board (PCB) to update the existing Extractive Resources Strategy (program plan) and subsidiary priority project plans. The program plan summaries how the ERS program will be delivered, managed, and monitored over the life of the ERS program. The program plan sets the program level framework and governance arrangements and program controls. The program plan is adaptive and evolves over time as different stages of the ERS program are delivered and projects and priorities change. Considering VAGO's recommendation, the program plan will be updated to include additional and revised information on responsibilities, arrangements, budgets and timelines. b)DJPR, Resources will develop a suite of performance indicators to measure and demonstrate the impact of the actions outlined in the strategy. Performance indicators will be included in the program plan. The amended program plan will be tabled at the October 2021 ERS PCB meeting for endorsement. c) DJPR, Resources will monitor the performance indicators developed under Action 11b. Regular updates on progress against the endorsed performance indicators will be presented to the ERS PCB.	31/10/2021	Yes		The Extractive Resources Strategy (ERS) Program Plan has been updated to include additional and revised information on responsiblities, arrangements, budgets and timelines. (11a) Key performance indicators (KPIs) have also been included in the amended ERS Program Plan. (11b) The amended Program Plan was approved by the ERS Program Control Board on 8 February 2022. The program team will provide progress updates on the KPIs to the PCB at the end of each quarter of the financial year. (11c)	28/02/2022	Complete	8/02/2022

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Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process	In part	DJPR notes that Government Policy, and therefore DJPR Policy, is that critical incident protocols and processes are involved when a relevant Minister, accountable officer or chief procurement officer (CPO) declares a critical incident to exist in relation to the operation of procurement processes. DJPR will review its policy in line with Government requirements to ensure critical incident procurement is formally closed off as required. DJPR will update its Conflict of Interest Policy to require staff to complete a declaration form for conflicts of interest at the start of each procurement where practical. DJPR clearly defines secondments, contractors and consultants as well as the appropriate engagement processes in the DJPR procurement processes. DJPR will develop further guidance on critical incident procurement processes.	30/11/2021	Yes		Pursuant to DJPR's Procurement Policy on critical incident procurement, DJPR has now developed a Critical Incident Procurement Procedure and Guidelines for staff, including guidance on the activation and close-out of the applicability of critical incident procurement. Critical Incident Procurement Procedure will be formally activated via a declaration of a critical incident, and will be closed off when it no longer applies. If there is a declaration in place for a critical incident, it will be communicated to relevant DJPR staff via email and a notice will be included on the intranet. The Accountable Officer or the Executive Director Investment and Procurement will specify a date at which procurement under the critical incident procurement policy is to commence, and subsequently the appropriate date at which this is to cease.	30/11/2021	Complete	1/02/2022
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: the reasons for using a critical incident procurement process how they considered value for money reasons for using a single quote that staff have considered any relevant state purchase contract that staff completed a conflict of interest declaration the relevant financial approvals (see Section 2.3)	Yes	DJPR will review and update its Critical Incident Procurement forms accordingly.	31/10/2021	Yes		The completion by buyers of a Post-noting brief is an important accountability process in utilising DJPR critical incident procurement provisions. In addition to updating DJPR Procurement Policy and developing a new DJPR Critical Incident Procurement Procedure and Guidance, DJPR has updated its post-noting brief to ensure buyers address consideration of value for money, accountability and probity; record keeping requirements; and contract disclosure requirements.	31/10/2022	Complete	1/11/2021
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	DJPR will review its centralised procurement register bi-annually to ensure it is accurate and up to date.	Not specified	Yes		DJPR now requires all procurements to be registered in the centralised Oracle system. The Oracle system has also been updated to clearly identify procurements that are conducted under DJPR's Critical Incident Procurement Policy. The Procurement Centre provides reports to the Procurement Committee, a sub-committee of DJPR's Executive Board, 6 times per year. This Report includes information on procurements conducted under the Critical Incident Procurement Policy.	31/01/2022	Complete	10/10/2021

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Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	8	works with Emergency Management Victoria and the Department of Premier and Cabinet to set up a working party to address surplus stock of personal protective equipment to implement the recommendation from the Whole of Victorian Government Personal Protective Equipment Review (see Section 2.5)	In principle	There are 19 substantive recommendations of the Whole of Victorian Government Personal and Protective Equipment Review (the McCann Review). A formal Government response to the McCann review is yet to be formalised. DJPR is currently the secretariat for the Whole of Victorian Government (WoVG) (non-health) Personal and Protective Equipment (PPE) Taskforce and Working Group. Monthly PPE (non-health) reporting provides a snapshot of PPE stock on hand, usage and open orders for WoVG (non-health). The reporting, together with the meetings, identify any significant issues or challenges which relate to PPE stocks, usage and supply chains. DJPR would be supportive of the establishment of a working party to address surplus stock.	Not specified	Yes		In October 2021, Government's response to the McCann review and its nineteen recommendations was endorsed by Coordination Ministers Committee (CMC). DPC retain overall responsibility for overseeing implementation of Government's response. DJPR have transferred the Non-Health PPE Taskforce functions to DTF, including reporting. DPC will establish a working group to advise on future PPE stockpile requirements.	31/10/2022	In progress	
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for: departments to identify and manage the risks associated with implementing a grants program staff involved in assessing grant applications to declare any conflicts of interest (see sections 3.1 and 3.3)	Yes	The Department is developing a revised Grants Framework which provides comprehensive detail on the operational mechanisms within DJPR for administrating grants, including designing fit-for-purpose fraud controls. The guide aligns with DTF's Better Grants by Design and focuses on enhanced risk management and conflict of interest practices to build on existing functionality in these areas.	15/11/2021	Yes		The department has developed internal guidance material (DJPR Grants Playbook), which is closely aligned with the principles in DTF's Better Grants by Design. The Playbook speaks to enhanced risk management and conflict of interest practices. The department has also implemented a standard end-to-end grants lifecycle, adopted standard definitions across grant administration, implemented a grants assurance function, and partnered with DTF to revise and refresh the guidance set out in Better Grants by Design .	30/11/2021	Complete	30/11/2021
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	DJPR undertook a comprehensive program health check in 2020. The Department will continue to review its grant program administration with a view to consolidating good practice and identifying enhancement opportunities - including in relation to risk management and integrity practices. DJPR is actively managing its risk of fraud across the Covid-19 program delivery life cycle. The Department has an Integrity Services Unit that partners strongly with program delivery areas to actively monitor and act on integrity and fraud risks and issues.	Not specified	Yes		Following on from the 2020 health checks, the department has continued to make enhancements across the administration of grant programs. In 2021, the department has conducted further program health checks, adopted a Strategic Assurance Framework to drive and embed end-to-end quality assurance and risk management across the grant lifecycle; and adopted new Fraud and Corruption Control Plan and Procedures setting out internal protocols for identifying and responding to potentially fraudulent applications.	31/01/2022	Complete	31/01/2022
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	12	develops a governance framework for administering large-scale grant programs, including guidance on how to implement effective fraud controls (see sections 3.1, 3.2, 3.4 and 3.5).	Yes	The Department is developing a revised Grants Framework which provides comprehensive detail on the operational mechanisms within DJPR for administrating grants, including designing fit-for-purpose fraud controls. The guide aligns with DTF's Better Grants by Design and focuses on enhanced risk management and conflict of interest practices to build on existing functionality in these areas.	15/11/2021	Yes		The department has developed internal guidance material (DJPR Grants Playbook), which is closely aligned with the principles in DTF's Better Grants by Design. The Playbook speaks to enhanced risk management and conflict of interest practices. The department has also implemented a standard end-to-end grants lifecycle, adopted standard definitions across grant administration, implemented a grants assurance function, and partnered with DTF	30/11/2021	Complete	30/11/2021

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											to revise and refresh the guidance set out in Better Grants by Design .			
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	DJPR will continue to engage with DPC in relation to considering solutions to improve whole of government data through common platform initiatives.	Not specified	Yes		DJPR continues to work with DPC as the lead department on the pilot e-Invoicing project. This project is currenlty in build phase. The Department continues to be part of common corporate platforms projects covering HR, procurement, finance.		Complete	11/03/2022
Department of Jobs, Precincts and Regions	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	DJPR will continue to regularly report and monitor the budget and expenditure for COVID-19 initiatives	Not specified	Yes		DJPR has been working closely with DTF to monitor and track the actual spend and the respective budget allocated for each of its COVID-19 initiatives. Regular meetings and discussions are held to review and clarify any issues.		Complete	11/03/2022
Department of Jobs, Precincts and Regions	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	1	Revises its critical incident procurement policy so that it takes into account value for money, accountability and probity, to the extent possible under the circumstances, and includes: accessible information and guidance for staff procurement's role in checking and reviewing procurement decisions and record keeping during and following critical incidents.	Yes	The DJPR Critical Incident procurement policy requires staff undertaking critical incident procurements to take into account value for money, accountability and prohibity to the extent they can be applied given the severity and urgency of the incident. During a ciritical incident, DJPR will continue to use State Purchase Contracts where appropriate and to extract value from pre-exisiting suppliers to the extent practical. DJPR will review its procedures and guidance material to determine if further clarity is required for staff regarding value for money, accountability and probity and include specific guidance on the use of State Purchase Contracts, procurement's role in checking and reviewing procurement decisions and record keeping during and following critical incidents.	30/08/2021	Yes		In addition to developing a Critical Incident Procurement Procedure and Guidance, DJPR has developed a training course (eLearn module) on how to conduct critical incident procurement. DJPR's new Procedures and Guidance and training covers how to determine value for money, accoutability and probity expectations, and use of State Purchase contracts. DJPR has also developed a training module on probity in procurement. Note that there was an error in the target date for completion provided to VAGO. The date should be August 2022, not August 2021.	31/08/2022	In progress	

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Department of Jobs, Precincts and Regions	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	2	Provides training and communications for staff so that they follow procurement policies and procedures and: implement probity procedures maintain contract confidentiality maintain transparency and accountability in procurement. adhere to contract disclosure requirements declare any potential, perceived or actual conflicts of interest when participating in a procurement. use State Purchase Contracts when available.	Yes	DJPR has refreshed its training modules on procurement introducing specific training and guidance on Contract Management Essentials, an Overview of Procurement, and on Critical Incidents. The training and guidance material includes a focus on probity, the declaration and management of conflicts of interest, use of state purchase contracts, contract confidentiality, transparency and accountability, and contract disclosure requirements.	30/08/2021	Yes		DJPR has refreshed its training modules on procurement, specifically training and guidance on Contract Management Essentials, Overview of Procurement, Critical Incidents and Probity. The training and guidance material includes a focus on probity, the declaration and management of conflicts of interest, use of state purchase contracts, contract confidentiality, transparency and accountability, and contract disclosure requirements.	31/08/2022	Complete	1/12/2021
Department of Jobs, Precincts and Regions	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	3	Provides guidance and procedures for staff working remotely to: seek approval (signatures) witness signatures ensure records of approval are maintained.	Yes	DJPR published guidance material for staff regarding the execution and witnessing of contracts when working remotely in April 2020. DJPR has refreshed this material to included the latest information on electronic signatures and maintaining records of approval.	30/08/2021	Yes		Created guidance on the intranet page- The practical guidance for electronically executing contracts is available on DJPR intranet page. https://intranet.djpr.vic.gov.au/resources/how-do-i-electronically-execute-contracts DJPR communications - Several departmental communications in September 2021 included the link to the guidelines for the electronic execution of contracts. These included Associate Secretary's update, DJPR intranet story, DJPR news update, Senior leaders update. Also, the guidance is linked to the Procurement Hub and Grants Hub pages.	31/08/2021	Complete	8/12/2021
Department of Jobs, Precincts and Regions	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	The department's practices reflect this recommendation and it will continue to review and adjust its practices in line with a continuous improvement approach. The department will also take any additional guidance from DTF regarding a service logic model into account.	Not specified	Yes		For the 2022-23 Budget, DJPR will be prioritising: > objective indicators that VAGO identified as outputs rather than outcomes; and > output measures that VAGO identified as outcomes rather than outputs The department has commenced its preparation for the 2022-23 Budget and is reviewing the identified content in the Departmental Performance Statement (DPS) to ascertain what updates can be applied, while it awaits further guidance from DTF regarding a service logic model.	31/05/2023	In progress	

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Department of Jobs, Precincts and Regions	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: - developing baseline data for objective indicators (see Section 2.2) - clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) - redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) - ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) - setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	The department notes VAGO'S observation that the RMF does not provide guidance on what a baseline should be within the DPS. The department will further develop its approach to baseline data within the DPS when the guidance is available. The department also notes that it provides baseline data in its annual reports.	Not specified	Yes		The department is awaiting DTF guidance regarding baseline data for objective indicators. If guidance is timely, the department will consider developing these for inclusion in the Budget Papers and Annual Report. All the other items in this recommendation reflect the position that is already factored into the preparation of the DPS. DJPR will consider further how performance measures can demonstrate comparison over time when reviewing and developing new measures.	31/05/2023	In progress	
Department of Jobs, Precincts and Regions	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	Yes	The department will look for opportunities to develop I Dependent on the availability of DTF's guidance. output performance measures in the future that use unit costing to measure service efficiency. The department will be guided by DTF once the guidance is issued.	Not specified	Yes		While the department has not identified any performance measures that can be reformatted into a unit cost, it will take note of any updated guidance from DTF on the matter and will accordingly review current and future output performance measures.	31/05/2023	In progress	
Department of Jobs, Precincts and Regions	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	The department's current practices align with this I Not applicable recommendation.	Not specified	Yes		Response provided to VAGO on the audit proposed report advised that the department's current practices align with the recommendation.	30/07/2021	Complete	15/09/2021

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Department of Jobs, Precincts and Regions	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: - detailed business rules for every output performance measure and objective indicator - activities that are specifically included or excluded in reporting performance results - the data source and how the result is calculated - the process for validating or assuring the quality of the raw data and/or the calculated result - how each measure's target is set (see Section 4.1)	Yes	some minor additional data will be included to improve the robust dictionaries already in place. The department will progress this work across the 2022-23 and 2023-24 budget cycles	Not specified	Yes		Most definitions outlined by VAGO are already included in the suite of data dictionaries DJPR has in place. Two critieria, 'Inclusions and Exclusions' and 'Data Validation' are not yet in the department's dictionary. As part of its 2022-23 Budget preparation, all new proposed output performance measures will be required to include these two criteria. Subsequently, definitions for all existing output performance measures will also be updated to include these two fields.	31/05/2023	In progress	
Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	1	Reduces the state's mining rehabilitation contingent liability by ensuring that the rehabilitation bonds are sufficient to cover rehabilitation costs and are compliant with the Mineral Resources (Sustainable Development) Act 1990, Mineral Resources (Sustainable Development) (Mineral Industries) Regulations 2019, Mineral Resources (Sustainable Development) (Extractive Industries) Regulations 2019 and Establishment and Management of Rehabilitation Bonds for the Mining and Extractive Industries (see Sections 2.2 and 2.3). To deliver on this recommendation, Earth Resources Regulation should first: conduct a comprehensive inventory of all mines' and quarries' rehabilitation bonds maintain a reliable dataset that accurately records all mines' and quarries' rehabilitation bonds relative to their actual value, bond review status, and whether they have been called in by the state or returned to the operator (see Sections 2.2 and 2.4) conduct a comprehensive assessment of the rehabilitation-risk of all mines and quarries using the rehabilitation risk assessment, review all mines' and quarries' rehabilitation	Yes	Establish and maintain Earth Resources Regulation's capability and capacity to conduct rehabilitation liability assessments and set bonds for exploration , mine, quarry and other earth resources sites, subject to available funding. Finalise Earth Resources Regulation's Rehabilitation Risk Profile Guidelines, which set out the risk appetites, site risk profiles and associated evidence base, to guide the assessment of rehabilitation liabilities and bonds for exploration, mine, quarry and other earth resources sites. Progressively assess rehabilitation liabilities and set bonds for all exploration, mine, quarry and other earth resources sites, by prioritising sites based on Rehabilitation Risk Profile Guidelines Estimate and report the State's contingent liability for the rehabilitation of all exploration,Prepare and publish an inventory of the rehabilitation bonds currently held for all exploration and mine sites. The data that is currently publicly available for mineral licences on the mining register, via the GeoVic website, will be aggregated to be more transparent and readily accessible. Prepare and publish an inventory of the rehabilitation bonds currently held for quarry sites, subject to seeking authority holders' consent or making determinations in accordance with the secrecy provisions in the Mineral Resources (Sustainable Development) Act 1990. Prepare and publish an inventory of the rehabilitation bonds currently held for petroleum sites, subject to complying with the relevant legislative provisions. Data is currently publicly available for petroleum licences on the petroleum register upon payment of a fee. Prepare and publish an inventory of the rehabilitation bonds currently held for all other earth resources sites {eg geothermal), subject to complying with the relevant legislative provisions.Establish, maintain and publish a	30/06/2023	Yes		ERR agreed management actions to achieve recommendation 1 Status - 7 of 11 actions have been completed and 4 actions are in progress (of the 4 in progress two have been extended for internal tracking purposes but remain within the original timeframe) Completed actions are : 1.1(b) Finalised Earth Resources Regulation's Rehabilitation Risk Profile Guidelines, which set out the risk appetites, site risk profiles and associated evidence base, to guide the assessment of rehabilitation liabilities and bonds for exploration, mine, quarry and other earth resources sites. 1.1(d). Estimated and reported the State's contingent liability for the rehabilitation of all exploration, mine, quarry and other earth resources sites as part of the department's annual report. This is an ongoing annual activity. 1.2(a). Prepared and published an inventory of the rehabilitation bonds currently held for all exploration and mine sites. The data that is currently publicly available for mineral licences on the mining register, via the GeoVic website, will be aggregated to be more transparent and readily accessible. 1.2 (b). Prepared and published an inventory of the rehabilitation bonds currently held for quarry sites, subject to seeking authority holders' consent or making determinations in accordance with the secrecy provisions in the Mineral Resources (Sustainable Development) Act 1990. Further work is underway with respect to clarifying the application of the secrecy provisions under the MRSDA to quarry work authorities. 1.2(c). Prepared and published an inventory of the rehabilitation bonds currently held for petroleum sites, subject to complying with the relevant legislative provisions. Data is currently publicly available for petroleum licences on the petroleum register upon	30/06/2023	In progress	

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					bonds to ensure they are sufficient (see Section 2.2)		dataset that records data on assessed rehabilitation liabilities and bond values for all exploration, mine, quarry and other earth resources sites, including bond review status and whether these have been called in by the state or returned to the operator. (Note: this action will involve reviewing more than 1,400 file records held in hard copy and digital formats). Assess the rehabilitation risk for all exploration, mine, quarry and other earth resources sites, based on the Rehabilitation Risk Profile Guidelines. Progressively assess rehabilitation liabilities and set bonds for all exploration, mine, quarry and other earth resources sites, by prioritising sites based on Rehabilitation Risk Profile Guidelines, as per Response Action 1.l(a) above.				payment of a fee. 1.2 (d) Prepared and published an inventory of the rehabilitation bonds currently held for all other earth resources sites (eg geothermal), subject to complying with the relevant legislative provisions. 1.2 (e). Established, maintained and published a dataset that records data on assessed rehabilitation liabilities and bond values for all exploration, mine, quarry and other earth resources sites, including bond review status and whether these have been called in by the state or returned to the operator.			
Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	2	Reviews all mines' and quarries' rehabilitation plans to ensure compliance with the Mineral Resources (Sustainable Development) Act 1990 and relevant regulations and policies (see Section 3.2)	Yes	Finalise guidelines to assist authority holders to prepare rehabilitation plans for exploration, mines and quarries. Review rehabilitation plans for sites identified as posing an unacceptable risk based on the Rehabilitation Risk Profile Guidelines. The MRSDA includes a power to require changes to existing work plans where risks are unacceptable. See also Response Action 3.l(a)- (C)below for further detail. Progressively review rehabilitation plans for sites identified as not posing an unacceptable risk, based on the Rehabilitation Risk Profile Guidelines, as part of the process to assess applications for major work plan variations {eg expansion of a mine or quarry). The MRSDA does not include a power to require changes to existing work plans where risks are acceptable.	30/09/2021	Yes		ERR agreed management actions to achieve recommendation 2 Status - 1 of 3 have been completed and 2 have been extended beyond the original timeframe as it forms part of the approved plan for the next generation of reforms in regulatory practice. Completed actions are: 2.1(a) Finalise guidelines to assist authority holder to prepare rehabilitation plans for exploration, mines and quarries.	31/01/2023	In progress	
Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	3	Consults with the Department of Environment, Land, Water and Planning, Environment Protection Authority and Latrobe Valley Mine Rehabilitation Commissioner's successor agency on the definition of 'unacceptable risk' under the Mineral Resources (Sustainable Development) Act 1990 with a view to requiring operators of sites posing unacceptable risk to transition to risk-based work plans and rehabilitation plans (see Section 3.2)	Yes	Develop policy and operational guidance on the meaning of 'unacceptable risk' under the Mineral Resources (Sustainable Development) Act 1990 with respect to site rehabilitation, in consultation with the Department of Environment, Land, Water and Planning, Environment Protection Authority and the Declared Mine Land Rehabilitation Authority. Classify the provisional risk profile for all exploration, mine and quarry sites with respect to rehabilitation, including providing a fair opportunity for each authority holder to provide feedback. {Note: the actual risk profile for a site would be confirmed via Response Action 3.1 below. Progressively require authority holders with sites that present an unacceptable risk to vary their work plan to meet contemporary risk-based and rehabilitation plan requirements.	30/09/2021	Yes		ERR agreed management actions to achieve recommendation 3 Status - 1 of 3 actions is in progress and the 3 actions have been extended beyond the original timeframe as it forms part of the approved plan for the next generation of reforms in regulatory practice. ERR has commenced work on action 3.1(a). Develop policy and operational guidance on the meaning on 'unacceptable risk' under the MRSDA with respect to site rehabilitation. Industry consultation commenced late 2021 and was subsequently deferred pending the outcomes of the Better Approvals for Regulators (BAR) project.	31/01/2023	In progress	

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Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	5	Develops and implements policy and guidance documents for: setting the value of rehabilitation bonds, including an updated and fit for-purpose bond calculator (see Section 2.4) bond reviews and returns (see Section 2.4) reviewing and verifying responses to annual activities and expenditure return reports (see Section 3.3) regulating inactive mines and quarries that are yet to be rehabilitated (see Section 3.4) managing abandoned and legacy mines and quarries (see Sections 3.3 and 3.4)	Yes	Consult the Earth Resources Regulation Stakeholder Reference Group on the technical analysis undertaken for the update of the rehabilitation bond calculator for exploration, mines and quarries. Update the rehabilitation bond calculator for exploration, mines and quarries, subject to considering any feedback from the Earth Resources Regulation Stakeholder Advisory Group. Develop a plan and guidance material to help authority holders to self-assess their rehabilitation liabilities and plan their extraction operations and site rehabilitation activities, in a way that enables them to minimise their rehabilitation li abilities and associated bonds (such as by optimising the disturbed footprint and undertaking progressive site rehabilitation). Develop an operational policy and standard operating procedure for bond reviews and returns, in accordance with the Rehabilitation Risk Profile Guidelines. Develop an operational policy and standard operating procedure for reviewing and verifying authority holders' responses to annual activities and expenditure return reports, in accordance with the Rehabilitation Risk Profile Guidelines Develop an operational policy and standard operating procedure for regulating inactive mines, quarries and other earth resources sites that are yet to be rehabilitated, in accordance with the Rehabilitation Risk Profile Guidelines. Collaborate with DELWP to clarify and agree on respective roles and responsibilities for abandoned and legacy mines in line with the established legislative framework.	1/07/2021	Yes		ERR agreed management actions to achieve recommendation 5 Status - 5 of 7 actions have been completed and 2 actions are in progress (of the 2 in progress two have been extended beyond the original timeframe as it forms part of the approved plan for the next generation of reforms in regulatory practice). Completed actions are: 5.1(a) Consulted the Earth Resources Regulation Stakeholder Reference Group on the technical analysis undertaken for the update of the rehabilitation bond calculator for exploration, mines and quarries. 5.1(b) Updated the rehabilitation bond calculator for exploration, mines and quarries, subject to considering any feedback from the Earth Resources Regulation Stakeholder Advisory Group 5.1 (c) Developed a plan and guidance material to help authority holders to self-assess their rehabilitation liabilities and plan their extraction operations and site rehabilitation activities, in a way that enables them to minimise their rehabilitation liabilities and associated bonds (such as by optimising the disturbed footprint and undertaking progressive site rehabilitation). 5.3(a)Developed an operational policy and standard operating procedure for reviewing and verifying authority holders' responses to annual activities and expenditure return reports, in accordance with the Rehabilitation Risk Profile Guidelines. 5.5 (a)Collaborated with DELWP to clarify and agree on respective roles and responsibilities for abandoned and legacy mines in line with the established legislative framework. Remainder of actions are in progress.	30/04/2022	In progress	
Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	6	Develops and implements an evaluation and reporting framework for its 2020 Regulatory Practice Strategy (see Section 4.2)	Yes	Develop and implement an evaluation and reporting framework for Earth Resources (ongoing) Regulation's Regulatory Practice Strategy for Earth Resources Site Rehabilitation.	30/04/2021	Yes		ERR agreed management actions to achieve recommendation 6 Status - 1 of 1 action has been progressed and extended beyond the original timeframe as it forms part of the approved plan for the next generation of reforms in regulatory practice. ERR has commenced work on this action ERR is progressing this VAGO recommendation and the evaluation and reporting framework are in the final stages of completion.	31/03/2022	In progress	

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Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	7	Provides advice to the Minister for Resources and the Minister for Energy, Environment and Climate Change on options to eliminate the conflict of interest that exists due to the location of the mining regulator, responsible for ensuring appropriate environmental controls, residing within the department responsible for supporting and developing the mining industry. This should include options to remove this regulatory function from within the Department of Jobs, Precincts and Regions (see Section 2.5)	In principle	Review and provide advice for Ministerial consideration on organisational governance options for the regulation of all earth resources activities, as per the direction signalled in the Mineral Resources Strategk'. 2018-2023 to examine the structure and governance of the regulator to ensure these are sufficiently robust to support leading regulatory practice. Implement the following governance measures to better differentiate and make transparent the department's economic development and regulatory responsibilities for earth resources in the interim: Limit the delegation of Ministerial and Department Head powers under all earth resources Acts and Regulations at the level of the Executive Director, Earth Resources Regulation (and other senior regulator staff as relevant);. Expand participation in the Earth Resources Regulation Stakeholder Reference Group by inviting a representative from a Traditional Owners group, catchment management authority, local government, a statewide farming group and a statewide environment group. Update the Regulatory Practice Strategy for the Rehabilitation of Earth Resources Sites to include the Response Actions to the VAGO audit and report progress in implementation the strategy. iv. Seek the consent of authority holders to make their rehabilitation plans publicly available, in accordance with the relevant legislative provisions.	31/12/2021	Yes		ERR agreed management actions to achieve recommendation 7 Status - 3 of 5 actions have been completed 2 actions are in progress (of the 2 in progress two have been extended as it forms part of the approved plan for the next generation of reforms in regulatory practice. Completed actions are: 7.1(b)ii. Expanded the Stakeholder Reference Group to convene thematic based forums with a broad range of stakeholders including industry, local government, catchment and water authorities, farming, environment and community groups and other regulators 7.1(b)iii. Updated the Regulatory Practice Strategy for the Rehabilitation of Earth Resources Sites to include the Response Actions to the VAGO audit and report progress in implementation the strategy. 7.1(b)iv. Sought the consent of authority holders to make their rehabilitation plans publicly available, in accordance with the relevant legislative provisions.	28/05/2022	In progress	
Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	8	Develops an Earth Resources Regulation-wide information management system, which includes an information management strategy and an electronic-data management system, to: rationalise data identify and rectify data quality issues · comply with relevant legislation and regulation enable Earth Resources Regulation staff to identify and retrieve required information (see Section 4.4).	Yes	Define and establish an information and data strategy and implementation plan (with milestones and resourcing requirements), including an Information Quality Management System (QMS) that demonstrates effective realisation of statutory requirements in the regulator's business process. b) Improve Business intelligence tools (Power BI Dashboards) to ensure data driven decision making across different platforms. c) Complete the Resource Rights Allocation and Management (RRAM) Data Quality Improvement Project (currently underway) d) Implement Resource Management System Victoria (RMSVic) (new business system) covering rehabilitation business processes	1/07/2022	Yes		ERR agreed management actions to achieve recommendation 8 Status - 2 of 4 actions have been completed and 2 actions are in progress (of the 2 in progress one has been extended for internal tracking purposes but remains within the original timeframe). Completed actions are: 8.1a). Defined and established an Information and Data Strategy and implementation plan (with milestones and resourcing requirements), including an Information Quality Management System (QMS) that demonstrates effective realistation of statutory requirements in the regulator's business process. 8.1(b). Improved business intelligence tools (Power BI Dashboards) that ensure data driven decision making across different platforms.	1/07/2022	In progress	

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Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	9	Develop a state-wide management framework for abandoned and legacy mines and quarries on Crown land that provides for better-practice approaches, such as: developing a common abandoned and legacy mines risk register developing a risk assessment matrix establishing a database for abandoned and legacy sites designating an abandoned and legacy sites agency branch or unit (see Section 3.4)	Yes	Work with DELWP to deveop a proposal for a state-wide management framework for abandoned and legacy mines and present this proposal to government.	31/12/2023	Yes		ERR agreed management actions to achieve recommendation 9 Status - 1 of 1 action is in progress and remains within the original timeframe. A joint statement on abandoned and legacy mines was completed and published on 29 December 2020. This statement improves clarity in relation to abandoned and legacy mine management responsibilities on Crown land and will underpin the framework for the management of abandoned and legacy mines. A working group has been formed and a Project Control Group (PCG) established. Broad scoping has been undertaken and a project plan is being developed. The development of the framework is dependent on a successful 2022-23 budget bid. DELWP, in collaboration with DJPR, is leading a state budget business case.	31/12/2023	In progress	
Department of Jobs, Precincts and Regions	Rehabilitating Mines	2020-21	5/08/2020	10	Update, complete and maintain their memorandum of understanding, making sure that it clearly covers issues related to: responsibilities over abandoned mines and quarries on Crown land, including the orderly transfer of responsibility back to the Crown land manager, and water quality during rehabilitation work plan referral and rehabilitation bond consultation processes monitoring and implementation of progressive rehabilitation and final rehabilitation sharing of information on operators' rehabilitation activities addressing ongoing management responsibilities for tailings dams, including who is responsible for managing the risk and any environmental impacts downstream in the event of dam failure (see Section 4.3).	Yes	Work with co-regulators EPA and DELWP to update and maintain the MOUs so these are fit for purpose	30/06/2021	Yes		DJPR has completed the action against VAGO recommendation 10. DJPR/ERR has worked with co-regulators EPA and DELWP to update and maintain the MOUs, so these are fit for purpose. - DJPR and DELWP MoU. The MoU was updated and executed in September 2021. The MoU have been updated to facilitate working relationship between DJPR and DELWP in the administration of earth resources legislation and joint implementation of relevant recommendations in the VAGO report. - Earth Resources Regulation and Environment Protection Authority (EPA) MoU. The MoU was updated and executed in June 2021. The updated MoU established the development of agreed joint procedures. - Statement on the management of legacy and abandoned mines on Crown Land. The statement was published on ERR website in December 2020 and it sets out the responsibilities and obligations of DJPR, DELWP and Parks Victoria for the management of legacy and abandoned mines on Crown Land.	30/06/2021	Complete	13/09/2021
Department of Jobs, Precincts and Regions	Reporting on Local Government Performance	2018-19	23/05/2019	4	Expand the benchmarking capability of the Know Your Council website to allow the comparison of performance data between all councils (see Section 2.4)	Yes	DELWP will implement enhanced benchmarking tools as part of Know Your Council to allow improved access to data.	30/06/2021	Yes		The current Know Your Council website is aging and unable to deliver a benchmarking function. This capability is dependent on a replacement Know Your Council system currently in its procurement phase and expected to be deployed by January 2023.	31/01/2023	In progress	

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Department of Jobs, Precincts and Regions	Reporting on Local Government Performance	2018-19	23/05/2019	5	Evaluate the extent to which the Local Government Performance Reporting Framework has contributed to performance improvement across the sector (see Section 2.2)	Yes	DELWP will review the outcomes of the Strategic Directions Paper 2018-21 actions, including an evaluation of how the LGPRF contributes to performance improvements across the local government sector.	1/12/2021	Yes		Local Government Victoria, now within DJPR, is currently finalising its assessment of the Strategic Directions Paper 2018-21, including an evaluation of how the LGPRF contributes to performance improvements across the local goverment sector.	15/04/2022	In progress	
Department of Jobs, Precincts and Regions	Sexual Harassment in Local Government	2020-21	9/12/2020	4	Local Government Victoria (DJPR) to coordinate discussions with relevant state government authorities, local government peak bodies and councils about the development of a regular data collection methodology to measure the sector-wide prevalence and nature of sexual harassment (see Section 2.6).	Yes	Discussion with relevant state and local government agencies By Mar 2021 on the development of a response to recommendation 4; Discussion of recommendation 4 with the advisory committee on gender equality matters to be established by the Minister for Local Government; Complete development of the action plan to support recommendation 4; and Complete implementation of the action plan.	1/06/2023	Yes		The Minister of Local Government has established a Gender Equality Advisory Committee (GEAC) to advance gender equality in local government. GEAC includes representatives from councils, state and local government bodies. The first meeting was held in April 2021. To measure sector-wide prevalence and nature of sexual harassment, data is collected through People Matter Survey (PMS). Council's staff was invited to participate in the PMS in March 2021. The results of the Gender Equality Survey were reported to GEAC in June 2021. The meeting included discussion around priorities, work plan and establishment of working groups. The working groups reported to GEAC on the strategies for achieving gender parity at 2024 Local Government elections, capacity building, creating safe and respectful culture, breaking down systemic and structural barriers. The GEAC 2021 Implementation table contains a summary of the recommendations developed by the GEAC through 2021 to assist the Victorian Government in reaching the goal of 50 per cent female mayors and councilors by 2025. The table includes details such as description, implementation timeframe, stakeholders and estimated cost.	31/12/2021	Complete	22/02/2022
Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	1	Assign responsibilities for applying the Asset Management Accountability Framework, improving asset management and assessing compliance to senior leaders in charge of assets (see Sections 2.4 and 3.3)	Yes	The Department of Justice and Community Safety accepts this recommendation and will assign responsibilities for applying the Asset Management Accountability Framework, improving asset management and assessing compliance to senior leaders in charge of assets by: a) defining AMAF roles and responsibilities (from asset managers to senior executives) and assigning them to individuals b) regularly providing the Secretary (Accountable Officer) with comprehensive briefings on compliance with the AMAF and asset related issues c) ensuring Asset Management Plans include defined roles and responsibilities	30/06/2020	Yes		Updated action previously submitted in May 2022: Define asset management and AMAF responsibilities and accountabilities in the Asset Management Policy and Strategic Asset Management Plan, and align them with the responsible roles (including senior leaders) and/or entities (groups, business units, teams and/or authorities) across the department. Progress update: The department's new Asset Management Policy and Strategic Asset Management Plan (SAMP) are pending approval. These documents define asset management and AMAF responsibilities and accountabilities, and align them with the responsible roles (including senior leaders) and/or entities (groups, business units, teams and/or authorities) across the department. The department is establishing an Asset Management Governance Council, at which the new Asset Management Policy and SAMP will be tabled for approval.	30/09/2022	In progress	

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Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	2	Ensure that their Asset Management Accountability Framework implementation focuses on improving asset management practices in addition to delivering remedial actions and achieving compliance (see Section 2.2)	Yes	The Department of Justice and Community Safety accepts this recommendation and will ensure its AMAF implementation plans focus on improving asset management practice and deliver remedial actions to achieve AMAF compliance by: a) developing a consistent departmental AMAF implementation plan based on best practice b) engaging the Secretary to approve the AMAF implementation plan c) actioning of AMAF implementation plan d) comprehensively assessing compliance against the AMAF framework.	31/07/2020	Yes		Updated action previously submitted in May 2022: (a) develop and award a new Asset Maintenance Services Contract (AMSC), which will inherently improve asset management and maintenance practices across the department, while also increasing AMAF compliance (b) conduct AMAF and AMSC compliance assurance activities to identify and monitor actions required to achieve AMAF compliance. Progress update: The department is currently in the tender process for the new AMSC contract, which has been designed to reflect the mandatory requirements of AMAF. The AMSC tender process has progressed to shortlisting after phase one and tenderer interviews. The department has begun conducting AMAF compliance assurance activities. Part of this involves identifying compliance deficiencies and the actions required to address them. As the AMSC has not yet been awarded, the department has not yet begun conducting AMSC compliance assurance activities.	30/06/2022	In progress	
Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	3	Adopt and document a risk- and evidence-based approach to assuring compliance with the Asset Management Accountability Framework (see Section 3.3)	Yes	The Department of Justice and Community Safety accepts this recommendation and will adopt a risk and evidence based approach to assuring compliance against the AMAF by: a) categorising departmental assets using a risk based approach b) stipulating minimum evidentiary standards for asset managers to retain in support of attestation c) developing a comprehensive assurance model to monitor the AMAF d) working with the Audit, Risk and Management Committee (ARMC) to ensure that they are fully informed of the attestation and related evidence.	31/07/2020	Yes		Updated action previously submitted in May 2022: (a) identify and document the compliance evidence required from each entity across the department, based on the risks associated with each entity's respective asset portfolio (asset class) (b) review risk-based samples of evidence from entities with high-risk asset portfolios (asset classes) to reasonably assure their AMAF compliance. Progress update: As part of the attestation process, the department has been developing tailored risk-based compliance evidence document requests for each entity, based on the risks associated with each entity's respective asset portfolio (asset class). Upon receipt, risk-based samples of evidence from entities with high-risk asset portfolios (asset classes) will be reviewed to reasonably assure their AMAF compliance.	30/06/2021	Complete	31/10/2021

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Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	4	Improve the accuracy of their compliance assessments by ensuring they have appropriate evidence to substantiate compliance and by documenting their rationale for whether or not material compliance deficiencies exist (see Section 3.3)	Yes	The Department of Justice and Community Safety accepts this recommendation and will ensure it has appropriate evidence to substantiate compliance and will document its rationale for determining whether or not material compliance deficiencies exist by: a) reviewing site-based asset attestations annually to ensure high quality responses b) developing a comprehensive assurance model to monitor the AMAF and working with the ARMC to ensure they are fully informed of attestation and related evidence.	31/07/2020	Yes		Updated action previously submitted in May 2022: (a) identify and document the compliance evidence required from each entity across the department, based on the risks associated with the each entity's respective asset portfolio (asset class) (b) record the relevant evidence relied upon to substantiate compliance against each AMAF requirement respectively when completing the annual AMAF compliance assessment (Attestation) (c) detail the rationale for determining whether or not material compliance deficiencies exist against any AMAF requirements (respectively) when completing the annual AMAF compliance assessment (Attestation). Progress update: As part of the attestation process, the department has been developing tailored risk-based compliance evidence document requests for each entity, based on the risks associated with each entity's respective asset portfolio (asset class).When completing the annual AMAF compliance assessment (Attestation), the department records the relevant evidence relied upon to substantiate compliance against each AMAF requirement respectively and details the rationale for determining whether or not material compliance deficiencies exist against any AMAF requirements (respectively).	30/06/2021	Complete	31/10/2021
Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	5	Assess compliance with the Asset Management Accountability Framework's mandatory requirements separately for each asset class that they identify as having higher significance, criticality, risk or complexity (see Section 3.3)	Yes	The Department of Justice and Community Safety accepts this recommendation and will separately assess compliance against AMAF for each asset class identified as higher significance, criticality, risk or complexity by: a) stipulating minimum evidentiary standards for asset managers to retain in support of attestation b) developing a new AMAF attestation processes that will ensure the evidence covers AMAF requirements for each asset class identified as having higher significance, criticality, risk or complexity including: provision of guidance material; training; and quality review by the asset team of evidence provided by each site c) developing a comprehensive assurance model to monitor the AMAF.	31/07/2020	Yes		Updated action previously submitted in May 2022: (a) identify and document the compliance evidence required from each entity across the Department, based on the risks associated with the each entity's respective asset portfolio (asset class) (b) review risk-based samples of evidence from entities with high-risk asset portfolios (asset classes) to reasonably assure their AMAF compliance. Progress update: As part of the attestation process, the department identifies asset classes of higher significance, criticality, risk or complexity, and develops tailored risk-based compliance evidence document requests for each entity, based on the risks associated with each entity's respective asset portfolio (asset class). Upon receipt, risk-based samples of evidence from entities with high-risk asset portfolios (asset classes) will be reviewed to reasonably assure their AMAF compliance.	30/06/2021	Complete	31/10/2021

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Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process	Yes	Completed. DJCS procurement policies already: -require the chief of procurement officers or responsible office to formally activate and close off the critical incident procurement process. -require staff to complete a declaration form for conflicts of interest at the start of each procurement. -clearly define secondments, contractors and consultants, and the appropriate engagement process for each type of staff. -include accompanying practical guidance that details how staff should use critical incident procurement processes.	28/10/2021	Yes		Management actions specified at tabling still relevant. Completed at time of tabling.	28/10/2021	Complete	28/10/2021
Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: the reasons for using a critical incident procurement process how they considered value for money reasons for using a single quote that staff have considered any relevant state purchase contract that staff completed a conflict of interest declaration the relevant financial approvals (see Section 2.3)	Yes	Completed. DJCS critical incident procurement forms already clearly document: -the reasons for using a critical incident procurement process. -how they considered value for money. -the reasons for using a single quote. -the staff have considered any relevant state purchase contract. -that staff completed a conflict-of-interest declaration. -the relevant financial approvals.	28/10/2021	Yes		Management actions specified at tabling still relevant. Completed at time of tabling.	28/10/2021	Complete	28/10/2021
Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	Completed. DJCS already regularly reviews and updates its centralised procurement register to ensure it is as accurate and as up to date as possible.	28/10/2021	Yes		Management actions specified at tabling still relevant. Completed at time of tabling.	28/10/2021	Complete	28/10/2021
Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	8	to set up a working party to address surplus stock of personal protective equipment to implement the recommendation from the Whole of Victorian Government Personal Protective Equipment Review (see Section 2.5)	Yes	EMV and DJPR will establish a working group including DPC to resolve the transfer of surplus stock of Combined Agencies Operations Group personal protective equipment from Emergency Management Victoria to the Department of Jobs, Precints and Regions.	31/03/2022	No	McCann review recommendation was not accepted. The department will need to determine a method for reallocation of surplus personal protective equipment (PPE) given the government did not accept the McCann review recommendation to transfer surplus stock of Combined Agencies Operations Group (CAOG) PPE from Emergency Management Victoria to the Department of Jobs, Precincts and Regions. Therefore, advice on the process required and available support to distribute excess stock to the non-governmental sector would be appreciated in order to remove the financial burden of warehousing.			Discontinued	

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Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for departments to identify and manage the risks associated with implementing a grants program staff involved in assessing grant applications to declare any conflicts of interest (see sections 3.1 and 3.3)	Yes	Review its internal guidance material on grants to ensure it aligns with the requirement in the Better Grants by Design (guide) for: -departments to identify and manage the risks associated with implementing a grants program. -staff involved in assessing grant applications to declare any conflicts of interest.	30/06/2022	Yes		Management actions specified at tabling still relevant. The department refers staff to the Better Grants by Design (BGBD) site in the first instance and has developed a secondary grants management framework (GMF) that addresses DJCS business scenarios not covered in the BGBD guidelines. The department's guidance includes a requirement to conduct risk assessments at all stages of the grant lifecycle and maintain a risk register, in alignment with the risk profile of the grant. This includes sections on conflict of interest and risk management.	30/06/2022	Complete	31/12/2022
Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	Cooirdinate reviews of any COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption, or waste.	30/06/2022	Yes		Management actions specified at tabling still relevant. A whole-of-department grants management audit is in the DJCS 2021-22 Internal Audit plan. Due to resourcing constraints, this review may be transferred to the 2022-23 plan.	30/06/2023	In progress	
Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	Continue to participate in the Common Corporate Platforms project to consider solutions to improve accuracy of whole-of-government spend and procurement data and implement changes/align with whole-of-government practice where appropriate and practicable.	31/12/2022	Yes		Management actions specified at tabling still relevant. The department will continue to participate in the Common Corporate Platform (CCP) project and delivery timelines will align with the CCP project timelines. The department has attended workshops to agree on CCP for both finance and procurement for the whole-of-government Procurement Alignment program as part of the working group.	31/12/2021	Complete	31/12/2021
Department of Justice and Community Safety	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	Completed. DJCS specifically monitors COVID-19 expenditure and maintains dashboards that report on budgets and expenditure for COVID-19 initiatives.	28/10/2021	Yes		Management actions specified at tabling still relevant. The department has established initiative codes and has monitored costs, which have been reported to central agencies and, in turn, to the Commonwealth.	28/10/2021	Complete	28/10/2021
Department of Justice and Community Safety	Managing Rehabilitation Services in Youth Detention	2018-19	8/08/2018	2	Monitor the development of case plans and the achievement of the goals outlined in these case plans for all young people in detention (see Section 2.2)	Yes	Along with the implementation of the new case management framework, DJR will monitor the development of case plans and the achievement of case plan goals.	30/06/2019	Yes		Management actions specified at tabling still relevant. Monitoring of case plan development is complete and in operation. Mechanisms to monitor the achievement of case plan goals, through regular reporting and oversight, are currently under consideration.	1/10/2022	In progress	
Department of Justice and Community Safety	Managing Rehabilitation Services in Youth Detention	2018-19	8/08/2018	5	Review and facilitate young women's equitable access to education and recreation activities in the context of recommendations on young women's accommodation in the Youth Justice Review and Strategy: Meeting needs and reducing offending (see Section 3.6)	Yes	The Government has accepted or accepted in principle all of the recommendations from the Youth Justice Review and Strategy: Meeting needs and reducing offending. DJR is developing a distinct operating model for girls and young women in custody supporting their equal access to services.	30/06/2019	Yes		Management actions specified at tabling still relevant. Focused work is under way to develop a distinct operating model for girls and young women in Youth Justice custody. It is informed by a literature review commissioned by Youth Justice into the specific risks and needs of girls and young women (including the need for trauma-informed practice). Gender-responsive programmatic interventions will be delivered for girls and young women through the provision of a Structured Day for all young people in Youth Justice custody.	1/04/2023	In progress	

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Department of Justice and Community Safety	Managing Rehabilitation Services in Youth Detention	2018-19	8/08/2018	9	Ensure young people access educational resources and facilities, including the internet, educational materials and fully equipped classrooms, at Parkville College (see Section 3.6)	Yes	DJR will ensure that all young people are supported and encouraged to attend school, and are provided with educational resources to optimise learning.	31/12/2018	Yes		Management actions specified at tabling still relevant. Working with the Department of Education (DET), Youth Justice is implementing a new secure ICT platform to improve and expand education delivery and outcomes for young people in custody. The platform includes Wi-fi capacity in all education and accommodation units and a laptop for every young person. The transition to online education delivery during COVID-19 has emphasised the importance of access to secure internet and supporting hardware in custodial facilities.	30/04/2022	In progress	
Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	DJCS will review its performance statement in 2021 including its objectives, indicators, and output performance measures in the context of issues outlined by VAGO. Any changes resulting from this review and approved by Ministers will be published in the 2022-23 budget. Further reviews will be completed upon receipt of updated guidance issued by central agencies with additional changes to be published in subsequent Budgets.	1/05/2022	Yes		Management actions specified at tabling still relevant. The department is currently reviewing its BP3 performance statement as part of the 2022-23 Budget Process. Changes to the performance statement as a result of this review will be published in the 2022-23 Budget, with further changes completed in future budgets as updated guidance is issued.	2/05/2023	In progress	
Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: - baseline data for objective indicators (see Section 2.2) -clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) -redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) -ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) -setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	DJCS will review its performance statement in 2021 to ensure compliance with DTF's Resource Management Framework. DJCS is willing to develop baseline data for reporting against objective indicators, subject to clarification from central agencies on how this should be represented in the Budget Paper and the Annual Report.	1/05/2022	Yes		Management actions specified at tabling still relevant. The department is currently reviewing its Budget Paper 3 (BP3) performance statement as part of the 2022-23 Budget Process. Changes to the performance statement resulting from this review will be published in the 2022-23 Budget, with further changes completed in future budgets as updated guidance is issued.	2/05/2023	In progress	

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Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing tomeasure service efficiency (see Section 3.2).	Yes	DJCS will seek to develop output performance measures that use unit costing to measure service efficiency where possible and practical.	1/05/2022	Yes		Management actions specified at tabling still relevant. The department will seek to develop new cost-based performance measures for inclusion in its performance statement, subject to data availability and Department of Treasury and Finance guidance. Central agencies should develop and release appropriate whole-of-government guidance prior to the introduction of unit costing performance measures to ensure a consistent approach across government.	2/05/2023	In progress	
Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	DJCS will ensure appropriate variance commentary is provided in the Budget Paper and the Annual Report for output performance results that vary from the target by more than 5 per cent.	1/10/2021	Yes		Management actions specified at tabling still relevant. Commentary for performance results that varied by more than five per cent from the target was provided in the department's 2020-21 Annual Report. The department will continue to provide commentary for all performance results that vary from the target by more than five per cent in all future publications, in line with Department of Treasury and Finance requirements.	28/10/2021	Complete	28/10/2021
Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: -detailed business rules for every output performance measure and objective indicator -activities that are specifically included or excluded in reporting performance results -the data source and how the result is calculated -the process for validating or assuring the quality of the raw data and/or the calculated result -how each measure's target is set (see Section 4.1)	Yes	DJCS will review its existing data dictionary following the publication of the 2021-22 Budget to ensure information is up to date and accurate.	1/01/2022	Yes		Management actions specified at tabling still relevant. The department has reviewed and updated its data dictionary.	31/01/2022	Complete	31/01/2022
Department of Justice and Community Safety	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	10	Update recruitment and employment screening policies and procedures to clearly state that candidates who are existing employees should be subject to risk-based employment screening (see Section 2.2).	Yes	The Department of Justice and Community Safety (the department) will update its Recruitment and Selection Policy, Related Guidelines and its Best Practice Recruitment Training content to incorporate a risk-based screening process for existing employees.	30/11/2020	Yes		Management actions specified at tabling still relevant. The Best Practice Recruitment process, employment screening policies and guidelines were rolled out in June 2021. This includes a risk-based screening process for existing employees. The department completes background checks on all external candidates and on existing employees that undertake a recruitment process for another role (frontline) within the department.	30/04/2021	Complete	30/06/2021

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Department of Justice and Community Safety	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	11	Update policies and procedures for directly engaging contractors and consultants outside whole of Victorian Government agreements to include: clear instructions and prompts for hiring managers to consider the risks associated with the contractor/consultant role and what screening may be required processes for hiring managers to ensure that they conduct any necessary screening (see Section 3.7)	Yes	The department has updated its processes to engage contractors and consultants outside Whole of Victorian Government agreements to require Secretary approval. The department will also update its Recruitment and Selection Policy, Related Guidelines and online content to include: instructions and prompts for hiring managers to consider risks associated with the contractor/consultant and what screening may be required, processes for hiring managers to ensure that they conduct any necessary screening.	30/11/2020	Yes		Management actions specified at tabling still relevant. The Recruitment and Selection Policy, related guidelines and online content (including instructions and prompts for hiring managers to consider risks associated with the contractor/consultant and what screening may be required, and processes for hiring managers to ensure that they conduct any necessary screening) have been updated and will go live across the department by 30 June 2022.	30/06/2022	In progress	
Department of Justice and Community Safety	Ravenhall Prison: Rehabilitating and Reintegrating Prisoners	2019-20	19/03/2020	2	Develop and implement an evaluation framework to assess reoffending outcomes at Ravenhall Correctional Centre, including: · which interventions contributed to the outcome if outcomes differ between cohorts and potential causes if outcomes differ for those who have attended the Bridge Centre compared to those who have not if outcomes can be causally attributed or correlated to Ravenhall Correctional Centre (see Section 3.3)	Yes	DJCS will develop a proposal for an evaluation framework to assess reoffending outcomes from the Ravenhall Correctional Centre in consultation with GEO. The proposal will consider a range of inputs including the Australian Institute of Criminology's research and evaluation agenda for Ravenhall Correctional Centre (2018), as well as the research and evaluations that GEO have undertaken since the facility commenced operations.	31/12/2020	Yes		Management actions specified at tabling still relevant. Due to the significant impact of COVID-19 on the prison system, the Evidence and Insights team had to respond to alternate priorities, including rapid evaluations, to ensure the system-wide response was appropriate and effective. The department remains committed to this objective and aims to commence work in the coming months.	30/06/2022	In progress	
Department of Justice and Community Safety	Ravenhall Prison: Rehabilitating and Reintegrating Prisoners	2019-20	19/03/2020	3	Advise government on the costs and benefits of different mixes of remand and short-stay prisoners compared to longer stay sentenced prisoners at Ravenhall and advise on a level that achieves an optimal balance between meeting demand for prisoner places and supporting Ravenhall to improve recidivism outcomes (see Sections 2.2, 2.3 and 2.4).	Yes	As part of its long-term planning, DJCS will provide government with advice on prison demand to ensure that prisons provide the greatest level of benefit for the criminal justice system and the Victorian community, and that the prisoner allocation model supports safety and security considerations across the system. The impact of this model on Ravenhall Correctional Centre will be considered as part of this advice.	31/03/2021	Yes		Management actions specified at tabling still relevant. Due to the significant impact of COVID-19 on the prison system both in resources and in the changing demands of various cohorts, along with the implementation of protective quarantine arrangements for initially receipted prisoners, it was unfeasible to complete this task within the current timeframe. There has been multiple shifts within the cohort at Ravenhall Correctional Centre due to the pandemic response that would have altered the outcomes of this advice and would not provide an effective long-term view of the system. The department remains committed to providing this advice to government and should be able to provide an update within the next six months, provided that the COVID-19 situation continues to stabilise.	31/12/2022	In progress	

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Department of Justice and Community Safety	Reducing the harm caused by gambling	2020-21	18/03/2021	8	establish systems and protocols for gamblers with co-occurring conditions that enable the Foundation and its funded entities to undertake holistic screening assessments and refer cases to appropriate services across mental health, alcohol and other drugs, homelessness and family violence services (see Sections 4.4 and 4.5).	Yes	The Department of Justice and Community Safety will work with the Victorian Responsible Gambling Foundation, the Department of Health and the Department of Families, Fairness and Housing to explore opportunities to establish practical and program-based systems and protocols to support identification, treatment and cross-agency referral of gamblers with co-occurring conditions.	1/12/2021	Yes		Management actions specified at tabling still relevant. The department is collaborating with other entities in an interdepartmental committee to implement the recommendation.	31/12/2022	In progress	
Department of Justice and Community Safety	Safety and Cost Effectiveness of Private Prisons	2017-18	29/03/2018	3	Improve the transparency of the prison system by increasing public reporting on the performance of individual prisons and the system as a whole, against applicable service delivery outcomes and key performance indicators	Yes	DJR will examine opportunities to increase public reporting on the performance of individual prisons and the system as a whole.	31/12/2018	Yes		Management actions specified at tabling still relevant. The department will include data between 2016-17 and 2020-21 by prison location as part of the 2020-21 data release strategy and this will be endorsed by the Minister of Corrections prior to publication.	30/09/2022	In progress	
Department of Justice and Community Safety	Safety and Cost Effectiveness of Private Prisons	2017-18	29/03/2018	5	Evaluate the effectiveness and impact of violence-reduction efforts across the system, share the findings for continuous improvement and lead the development of a system-wide violence-reduction strategy that includes occupational violence and prisoner-on-prisoner violence	Yes	DJR will develop options to evaluate the effectiveness and impact of violence reduction efforts in prisons, implementing evaluations as appropriate. DJR will use evaluation findings to inform the development of a system-wide violence-reduction strategy.	31/12/2020	Yes		Management actions specified at tabling still relevant. The department is undertaking an internal evaluation of the Corrections Violence Reduction Strategy, which is nearing completion. Work on a new Violence Reduction Strategy is happening concurrently, building on the work commenced in 2019. Work has been delayed due to COVID-related priorities, so it is not expected to be completed until late 2022.	30/10/2022	In progress	
Department of Justice and Community Safety	Security of Government Buildings	2018-19	29/05/2019	9	Promote a strong security culture and good governance, by developing and finalising: -an agency-wide physical security policy in line with best practice principles (see Section 2.2) -physical security incident reporting, investigation and evaluation processes (see Section 3.5) -physical security training and monitoring completion rates (see Section 2.2) -implement and enforce clean desk and clear screen policies, including periodic audits or checks against staff compliance (see Section 3.2)	Yes	The Department of Justice and Community Safety accepts the recommendation and will undertake activities to develop and strengthen its physical security in line with best practice principles. This includes: a) Developing and implementing a physical security policy that will complement the information and personnel security components with a supporting communications strategy b) Reviewing existing incident, investigation and evaluation processes and implementing enhanced processes that will be supported with a communications strategy and training c) Assessing physical security training needs, develop a training package and deliver via appropriate methods (e.g. face-to-face and/or eLearn module), monitoring completion rates via the existing DJCS Learning Management System d) Refining existing clean desk policy and establishing a compliance regime of periodic audits.	31/12/2020	Yes		Management actions specified at tabling still relevant. Implementation of this action has been disrupted by departmental arrangements for working from home. The policies, processes and training materials have been completed and will be implemented when the majority of departmental staff start to return to working from the office.	31/07/2022	In progress	

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Department of Justice and Community Safety	Security of Government Buildings	2018-19	29/05/2019	10	Undertake regular physical security planning and risk assessment (see Section 2.3)	Yes	The Department of Justice and Community Safety accepts this recommendation and as part of its Protective Security Assurance Program, will establish processes and guidance to develop, regularly conduct and review physical security planning and risk assessment in the department, acknowledging the varied and differing characteristics of DJCS sites and locations.	30/06/2020	Yes		Management actions specified at tabling still relevant. Implementation of this action has been disrupted by departmental arrangements for working from home. The processes and guidance have been completed and will be implemented when the majority of departmental staff start to return to working from the office.	31/07/2022	In progress	
Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	1	Introduce mandatory training for all staff on sexual harassment at induction and at least every two years. This should include at a minimum: -practical guidance to help bystanders intervene -examples of less overt forms of sexual harassment and 'grey area' behaviours -reference to the relevant legislation, definition and that sexual harassment is unlawful -complaint channels (including external avenues) -consequences for the alleged harasser and the department, including legal liability -impact of sexual harassment on employees -positive duty to eliminate sexual harassment and victimisation in the workplace (see Section 4.3)	Yes	The department will introduce mandatory training on sexual harassment. All new staff will be required to complete the training during induction. Existing staff will have to complete the training every two years.	1/07/2021	Yes		Management actions specified at tabling still relevant. Compulsory sexual harassment e-Learning modules have been launched and assigned to employees and managers. Face-to-face modules of sexual harassment for both staff and managers is also in development, and when finalised will be available to business units. All formats cover: definitions, legislative obligations, 'grey areas' and pathways for resolution. Respect sessions (highlighting definitions, legislative obligations, 'grey areas' and pathways for resolution, which includes sexual harassment) have been delivered in targeted hot spots, are available at the request of any business unit, and have been built into the Cert IV qualification in Youth Justice. Further content that targets more deeply the bystander effect and resolving workplace conflict is being developed for the Cert IV.	1/07/2021	Complete	30/06/2021
Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	2	Provide specific training to all managers on responding to complaints of inappropriate behaviour, including sexual harassment complaints. This should: -include training on the department's positive duty to eliminate sexual harassment and victimisation -be delivered to all new managers and repeated at least once every two years -be delivered face-to-face if possible (see Section 4.4)	Yes	The department will introduce mandatory training on sexual harassment for managers. All new staff will be required to complete the training during induction. Existing staff will have to complete the training every two years.	1/07/2021	Yes		Management actions specified at tabling still relevant. Compulsory sexual harassment e-Learning modules have been launched and assigned to employees and managers. Face-to-face modules of sexual harassment for both staff and managers is also in development, and when finalised will be available to business units. All formats cover: definitions, legislative obligations, 'grey areas' and pathways for resolution. Respect sessions (highlighting definitions, legislative obligations, 'grey areas' and pathways for resolution, which includes sexual harassment) have been delivered in targeted hot spots, are available at the request of any business unit, and have been built into the Cert IV qualification in Youth Justice. Further content that targets more deeply the bystander effect and resolving workplace conflict is being developed for the Cert IV.	30/06/2021	Complete	30/06/2021

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Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	3	Develop a targeted campaign to encourage complaints of inappropriate behaviour, including sexual harassment, and increase staff confidence in the complaints system. This should include allowing staff to report complaints anonymously, and targeted campaigns for high-risk groups (see Section 3.2)	Yes	The department will run a campaign in relation to sexual harassment incorporating: A Message from the Secretary or Senior Leaders outlining the department's zero tolerance approach. Promoting the department's new sexual harassment policy. Encouraging staff to speak up to report sexual harassment or improper conduct. The department will also form a working group to target communication messages at high-risk groups, including staff working in the correctional environment or where data suggests an increased engagement campaign is required.	1/07/2020	Yes		Management actions specified at tabling still relevant. Deputy secretaries, executive directors and commissioners communicated the sexual harassment policy and related resources to staff in November 2020. The Secretary reinforced policy and resources in late November 2020. On 23 March 2021, an article was launched on the department's intranet in line with WorkSafe 'Let's be very clear campaign' and reiterating commitment to eliminating and preventing sexual harassment and pathways for reporting and support. Leaders provided communications relating to Respect workshops to targeted staffing cohorts and continue to do so.	30/06/2021	Complete	30/06/2021
Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	6	Implement a checkpoint during the complaints process to determine whether the department needs to report a sexual harassment complaint to Victoria Police (see Section 3.3)	Yes	The department will introduce a checkpoint to determine whether asexual harassment complaint needs to be reported to Victoria Police. The department will work with the Victorian Public Sector Commission (VPSC) in relation to their guidance and model policy on this issue as per recommendation 10 that VAGO has directed to VPSC.	1/07/2020	Yes		Management actions specified at tabling still relevant. This action is dependent on related actions of the Victorian Public Sector Commission (VPSC). In November 2020, the department officially launched its sexual harassment policy and supporting suite of documents (including Victimisation Policy, revised Respect Policy, Workplace Complaints Resolution guidelines and complaints resolution form). The policies included a section in relation to reporting matters to Victoria Police and the department has worked with VPSC on this and awaits VPSC's sexual harassment guidelines before further developing guidance on when a matter should be reported to Victoria Police. The department will also raise this issue with the VPSC sexual harassment working group.	30/06/2022	In progress	
Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	7	Ensure that their senior leadership communicate at least annually a commitment to eliminate sexual harassment (see Section 4.5)	Yes	The department will send an annual Message from the Secretary or Senior Leaders to all staff outlining its zero-tolerance approach to sexual harassment and the importance of respect, health and safety in the workplace.	1/03/2020	Yes		Management actions specified at tabling still relevant. Deputy secretaries, executive directors and commissioners communicated the sexual harassment policy and related resources to staff in November 2020. The Secretary reinforced policy and resources in late November 2020. On 23 March 2021, an article was launched on the department's intranet in line with WorkSafe 'Let's be very clear campaign' and reiterating commitment to eliminating and preventing sexual harassment and pathways for reporting and support. Leaders provided communications relating to Respect workshops to targeted staffing cohorts and continue to do so.	30/06/2022	In progress	

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Department of Justice and Community Safety	State Purchase Contracts	2018-19	20/09/2018	2	Use the comprehensive procurement data collected as per recommendation one to enhance contract management activities, including: feeding into forward category strategies (see Section 2.2) outlining the scale of potential leakage (see Section 5.2) assisting in monitoring compliance with contract rules (see Section 3.3) confirming supplier-reported data (see Section 4.6)	Yes	DJR will establish Category Management Strategies based on comprehensive procurement data centrally collected by the VGPB in collaboration with portfolio agencies and SPC users, DJR will also use procurement data collected by the VGPB to: inform DJR's category strategies understand the scale of potential leakage monitor compliance with contract rules confirm supplier-reported data.	30/06/2020	Yes		Management actions specified at tabling still relevant. The department has completed the pilot implementation of a new spend analytics tool, Robobai, for ICT Spend Category and has also commenced implementation within the Professional Services Category. This tool will feed comprehensive procurement data to enhance contract management activities, including information for forward category strategies. Further categories will be rolled out based on Robobai spend analysis.	31/12/2021	Complete	31/12/2021
Department of Justice and Community Safety	State Purchase Contracts	2018-19	20/09/2018	9	Undertake a risk-based assessment of potential contract leakage by analysing expenditure in accounts payable systems and report significant contract leakage to lead agencies (see Section 5.2)	Yes	DJR will undertake an annual risk-based assessment of potential SPC contract leakage including analysing and assessing expenditure in Oracle. DJR will report significant contract leakage to the respective lead agency and the VGPB.	30/06/2020	Yes		Management actions specified at tabling still relevant. The monitoring of contract leakage will be a responsibility of the category leads within the new Procurement Services Operating Model.	30/06/2022	In progress	
Department of Premier and Cabinet	Board Performance	2016-17	11/05/2017	1	That DPC review the risk classification matrix in the Appointment and Remuneration Guidelines to better reflect the risks and challenges facing boards	Yes	Not specified	31/12/2017	Yes		In 2019, the Office of Public Sector Executive Remuneration (OPSER) (now the Secretariat to the Victorian Independent Remuneration Tribunal) conducted a high-level review of the classification and remuneration framework in the Appointment and Remuneration Guidelines (the Guidelines). DPC's consideration of this analysis was delayed due to resource constraints throughout 2021. In 2022, a discrete project to improve the diversity on Victorian government boards will further consider the remuneration schedules and classification matrix in the Guidelines, including recommendations from the OPSER review.	31/08/2022	In progress	
Department of Premier and Cabinet	Cenitex: Meeting Customer Needs for ICT Shared Services	2019-20	17/10/2019	7	Establish monitoring arrangements that include ICT expertise for assessing Cenitex's performance in meeting service level targets (see Section 2.4)	Yes	DTF accepts this recommendation, noting work on implementation has already commenced. DTF and CenITex discussed the merits of the Department of Premier and Cabinet's (DPC) Enterprise Solutions Branch attending regular performance meetings to provide technical IT expertise and linkages to Whole of Government IT strategy. DPC attended its first quarterly meeting with DTF and CenITex in May 2019. DTF will continue to work with DPC to formalise the embedding of technical IT expertise into the formulation of CenITex performance measures and reporting.	30/09/2020	Yes		Reviews between DPC and Cenitex consider existing performance measures. An independent review to consider if performance measures are fit for purpose is underway and the expected completion date has been amended to allow for completion of this work. DPC has assigned a Service Delivery Manager to work closely with Cenitex around performance measures and reporting on an on-going basis.	30/07/2022	In progress	

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Department of Premier and Cabinet	Cenitex: Meeting Customer Needs for ICT Shared Services	2019-20	17/10/2019	8	Provide advice to the Assistant Treasurer on any movement in customer representation on the Cenitex board to encourage a majority, in line with recommendations in the Department of Premier and Cabinet's 2015 Business Support Services Strategic Review (see Section 3.2)	Yes	DTF accepts this recommendation, noting work on implementation has already commenced. As per a recent Order in Council (17 September 2019) Peter Meehan and Dean Tighe (new customer representative) were appointed to the CenITex Board. Board composition (mix of independent and customer representatives) will be further considered in future appointments with reference to required skills mix, Board requirements and consultation with the Chair.	Not specified	Yes		DPC has clear processes in place to provide advice to the Assistant Treasurer on the make up of the Cenitex board, and has previously provided this advice. The independent review will consider board composition and recommendations will be provided to the Asst Treasurer.	30/07/2022	In progress	
Department of Premier and Cabinet	Implementing a New Infringements Management System	2020-21	5/05/2021	3	establishes an information technology projects centre of excellence to create a centralised, dedicated team of information technology project and technical experts dedicated to building capability across government and support agencies to plan and implement ICT-related projects (see Chapter 4 and Chapter 5).	Yes	In the 2020-21 State Budget, the Victorian Government provided $196 million over four years to establish Digital Victoria. Digital Victoria is a new central government agency launching on 1 July 2021 that will lead and improve the coordination of the Victorian government's digital transformation agenda. A key function of Digital Victoria will be to better assure the delivery of digital and ICT projects through increased guidance and support. Over time, this will build the capability of digital and ICT project delivery across the Victorian government.	1/07/2021	Yes		Digital Victoria (DV) is finalising the development of the Investment Management and Digital Project Assurance Framework (the framework) to support digital initiatives across the Whole of Victorian Government (WOVG). Working closely with departments on a test and learn phase has validated key parts of the framework. An operationalisation and implementation plan is in progress. A cabinet submission is targeted for June/July 2022 to provide the authorising environment for the framework. Key groups including the Interdepartmental Committee and CIO Leadership group will be consulted prior to the cabinet submission.	31/10/2022	In progress	
Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process	Yes	-Update Critical incident information on intranet so each incident has a clear start and end date. -Utilise communications means available to inform business areas of the extension of closure of the critical incident protocols (email, Teams, DPC news articles). -Update Corporate Procurement Team Operations Manual to include compliance checklist for Critical Incident requests, including the checking of completed Conflict of Interests forms. -Update Critical Incident Procurement Outcome Document (CI-POD) form to capture engagements that are staffing related (secondments, contractors, consultants) and the engagement process for each type. Review Critical Incident information on the DPC intranet and in the Procurement Guide to ensure it provides the necessary guidance to impalement a step-by-step workflow for critical incidents on the Intranet.	29/11/2021	Yes		DPC has undertaken the following activities to address this recommendation: - Updated Critical Incident information on intranet so it clear when it is in effect - Informed business areas of the critical incident protocols (email, Teams, DPC news article) - Implemented a step by step workflow for critical incidents on the Intranet - Updated Critical Incident information on intranet and Procurement Guide ensuring it provides the necessary guidance - Updated Critical Incident Procurement Outcome Document (CI-POD) form for more information to be captured around the engagement - Updated CPT Operations Manual to include compliance checklist for Critical Incident requests, including the checking of completed COI's. This will be recommended for completion to DPC's Audit and Risk Management Committee.	29/11/2021	Complete	1/11/2021

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Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: -the reasons for using a critical incident procurement process -how they considered value for money -reasons for using a single quote -that staff have considered any relevant state purchase contract -that staff completed a conflict of interest declaration -the relevant financial approvals (see Section 2.3)	Yes	CI-POD form to be reviewed and amended to incorporate recommendations.	29/11/2021	Yes		The CI-POD form was updated in Nov 21. This will be recommended for completion to DPC's Audit and Risk Management Committee.	29/11/2021	Complete	29/11/2021
Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	This is an ongoing responsibility of the Corporate Procurement Team (CPT) to maintain and ensure accuracy in the data inputted. CPT to ensure relevant Critical Incident documentation is to be stored in Content Manager.	27/10/2021	Yes		The Corporate Procurement Team regularly reviews and updates the centralised procurement register. The procurement register was reviewed in October 2021 to ensure required details relevant to critical incidents are being captured. The register is updated on a daily basis when procurement activities are undertaken.This will be recommended for completion to DPC's Audit and Risk Management Committee.	27/10/2021	Complete	30/10/2021
Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	5	works with the Victorian Public Sector Commission to revise its whole-of-government guidelines on using professional services to include guidance on how the policy should be applied when a critical incident is declared under the Victorian Government Purchasing Board's Market approach: goods and services policy (see Section 2.1)	Yes	DPC will work with VPSC to review and revise the whole-of-goverment Administrative Guidelines on Engaging Professional Services in the Victorian Public Service to include guidance on alignment to the revised Market approach: goods and services policy guidance on critical incident procurement policies. Timing will be subject to the implementation timeframes of the associated Victorian Government Purchasing Board's recommendation ro revise the Market approach: goods and services policy guidance on critical incidents.	30/06/2022	Yes		Implementation of this recommendation is progressing. As noted in DPC's initial response, implementation is dependent on the VGPB's review of its Market approach: goods and services policy. DPC understands that the VGPB is currently reviewing this policy, with an expected completion date of 30 June 2022. Following this, the VPSC will be in a position to review the Administrative Guidelines on Engaging Professional Services in the Victorian Public Service. The recommendation is now expected to be completed by 31 December 2022.	31/12/2022	In progress	

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Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	6	works with all departments to implement recommendations from the Whole of Victorian Government Personal Protective Equipment Review to define the roles and responsibilities of each agency in relation to purchasing and distributing personal protective equipment for future needs (see Section 2.5)	Yes	DPC is working with departments to establish clear leads on the implementation of the Whole of Victorian Government (WoVG) Personal Protective Equipment (PPE) Review conducted by Warren McCann. This will strengthen the Victorian Government's management arrangements for PPE and support an enhanced state of readiness for future public health emergencies. While individual departments remain best placed to determine their PPE needs, DPC will support improved efficiency, oversight and coordination by: -playing a coordination and support role for implementation of the WoVG PPE Review's recommendations, including by facilitating cross-departmental discussions and advice to Government at key junctures. -the Department of Treasury and Finance's (DFT) establishment of a State Purchasing Contract (SPC) for PPE in non-health settings to leverage economies of scale, create a consistent model for procurement, establish a reliable pool of quality suppliers and stabilise pricing. -assisting as appropriate the WoVG Non-Health PPE Taskforce and Health PPE Taskforce to provide oversight of PPE use across government users and leading WoVG consideration of future PPE needs; and -working with departments to provide reporting to the Victorian Government on the implementation of the McCann Review.	31/12/2021	Yes		The Victorian Government has agreed departmental leads for PPE purchasing, distribution and management, as recommended by the WoVG PPE Review (McCann Review). DPC has overall responsibility for overseeing implementation of the McCann Review, in close consultation with departments and agencies – most notably, the Department of Health (DH), Department of Treasury and Finance (DTF), the Department of Jobs, Precincts and Regions (DJPR), the Department of Justice and Community Safety (DJCS) and Emergency Management Victoria (EMV). This includes coordinating reporting to the Government on progress, with the first such report anticipated in mid-2022. DPC is engaging with departments both individually and through whole-of-government fora which have leading roles in PPE coordination, oversight and reform, including the Secretary-level State Control Team-COVID, chaired by the Emergency Management Commissioner, EMV; the PPE and Rapid Antigen (RA) Test (Non-health) Taskforce, chaired by DTF; and the Health PPE Taskforce, chaired by DH. This will be recommended for completion to DPC's Audit and Risk Management Committee. This will be recommended for completion to DPC's Audit and Risk Management Committee.	31/12/2021	Complete	1/12/2021

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Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	8	works with Emergency Management Victoria and the Department of Jobs, Precincts and Regions to set up a working party to address surplus stock of personal protective equipment to implement the recommendation from the Whole of Victorian Government Personal Protective Equipment Review (see Section 2.5)	In principle	DPC supports the effective, efficient use of surplus PPE by the Victorian Government. The WoVG Non-Health PPE Taskforce provides oversight of, and facilitates cooperation across governemnt on, PPE use in non-health settings. Through this Taskforce, the Department of Jobs, Precincts and Regions (DJPR) - which currently manages a non-health Emergency Stockpile on PPE on behalf of the Victorian Government - is working with departments to appropriately dispense existing stocks of surplus items. This will include engaging with Emergency Management Victoria (EMV) to identify and distribute excess items from the Combined Agencies Operations Group (CADG) stockpile referenced in the WoVG PPE Review. It is not, however, proposed that the CADG stockpile be formally transferred from EMV to DJPR. In early 2022, the Non-Health PPE Taskforce will oversee a review of foward stockpile requirements.	31/10/2022	Yes		The emergence of the Omicron variant of the COVID-19 virus at the end of 2021 generated a significant increase in PPE demand and an urgent need to coordinate the acquisition and allocation of large numbers of RA tests for both government and industry. Since the start of 2022, the PPE and RA Tests (Non-health) Taskforce has overseen the procurement and allocation of RA tests for critical workforce needs. The Taskforce is supported by the PPE and RA Tests (Non-health) Working Group, which maintains a register of tests on hand, as well as surplus PPE stock, to facilitate redistribution based on departmental needs. DJPR continues to proactively dispense surplus PPE stock held in the WoVG Emergency Stockpile for non-health users. As of mid-March 2022, over half of the stockpile's surplus facemasks have been provided to the Department of Education and Training to support schools to meet COVID-safe requirements for the first term of the academic year. DJPR will continue to work with departments and agencies to utilise remaining surplus items prior to expiry. RA test procurement and allocation in early 2022 has diverted resources from the review of the continuing requirement for emergency PPE stockpiles for non health users. DPC, DJPR, DTF and other departments will shortly begin work on this review, which will consider lessons learned from the new WoVG model for RA test procurement and distribution, as well as the role of the SPC for non-health PPE in meeting non-health PPE needs going forward. DPC will provide updated advice to government on future emergency holdings by mid-2022.	31/10/2022	In progress	
Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for: -departments to identify and manage the risks associated with implementing a grants program -staff involved in assessing grant applications to declare any conflicts of interest (see sections 3.1 and 3.3)	Yes	Noting that the majority of grant payments were made in response to COVID-19 in 2020-21 were made by parts of DPC that subsequently transferred to the Department of Families, Fairness and Housing (DFFH) on 1 February 2021. DPC has updated DPC's Grant Management Framework to apply a risk-based assessment when developing, administering, and evaluating grant programs.	27/10/2021	Yes		DPC updated its Grants Management Framework so that it now includes expanded information on Conflict of Interest and fraud identification and advice on managing program and activity risks. The framework meets the Better Grants by Design requirements. This will be recommended for completion to DPC's Audit and Risk Management Committee.	27/10/2021	Complete	30/10/2021

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Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	DPC has updated DPC's Grant Management Framework to apply a risk-based assessment when developing, administering, and evaluating grant programmes and included further guidance to mitigate against fraud.	27/10/2021	Yes		DPC has updated DPC's Grant Management Framework to apply a risk-based assessment when developing, administering, and evaluating grant programmes and included further guidance to mitigate against fraud. This will be recommended for completion to DPC's Audit and Risk Management Committee.	27/10/2021	Complete	30/10/2021
Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	DPC will consider ways in which the Common Corporate Platforms project, in consultation with all departments can be specified and developed to improve the accuracy and consistency of whole of government data.	31/03/2022	Yes		Work continues on the Common Corporate Platforms project.	31/03/2023	In progress	
Department of Premier and Cabinet	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	DPC has created specific chart of account segments (Authority, Cost, Centre, and Project codes) to be used for COVID-19 specific budget and expenditure. COVID-19 specific reports are included in DPC internal management reports and in DTF COVID-19 quarterly expenditure and forecasting returns.	27/10/2021	Yes		DPC has created specific chart of account segments (Authority, Cost, Centre, and Project codes) to be used for COVID-19 specific budget and expenditure. COVID-19 specific reports are included in DPC internal management reports and in DTF COVID-19 quarterly expenditure and forecasting returns. This will be recommended for completion to DPC's Audit and Risk Management Committee.	27/10/2021	Complete	27/10/2021
Department of Premier and Cabinet	Managing Public Sector Records	2016-17	8/03/2017	1	That DPC as part of its review of the Public Records Act 1973, address the recommendations of the 1996 Public Accounts and Estimates Committee review-in particular, a continuous program of random audits of agencies to ensure that records management practices are compliant with Public Record Office Victoria standards	In part	DPC will focus on ensuring public records are managed according to legislative requirements and supports recommendations 1 to 4.	Not specified	Yes		The focus of the PR Act review has been on the VAGO audit (assessing and designing reform proposals that meet each recommendation) as well as concluding a broader review of the legislation (for the Minister of Government Services in the first instance) to identify a suite of reforms. Collectively, the review findings and recommendations (including proposals for legislative amendment) aim to meet the VAGO recommendations and modernise and improve the PR Act. Consultation across the public service, legal and legislative review of approaches used in other jurisdictions and reform work has now been completed. DPC and the Public Records Office Victoria are now working to finalise proposals that address both the VAGO recommendations and the broader review. It is critical to note that progress on the review has been limited over the past few years by a range of factors, including constrained resources/expertise, changes in the ministry and the DPC shadow branch responsibility for PROV, the complexity of the review in the context of resource constraints, and most critically the COVID-19 pandemic with the associated impacts on resources etc. In terms of the next phase, DPC expects ministerial consideration of the review and direction on the proposals in mid-2022.	30/09/2022	In progress	

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Department of Premier and Cabinet	Managing Public Sector Records	2016-17	8/03/2017	2	That DPC as part of its review of the Public Records Act 1973, address the complexities and risks for records management arising from increased outsourcing arrangements and advances in technology since the Public Records Act 1973 was first drafted	In part	DPC will focus on ensuring public records are managed according to legislative requirements and supports recommendations 1 to 4.	Not specified	Yes		The focus of the PR Act review has been on the VAGO audit (assessing and designing reform proposals that meet each recommendation) as well as concluding a broader review of the legislation (for the Minister of Government Services in the first instance) to identify a suite of reforms. Collectively, the review findings and recommendations (including proposals for legislative amendment) aim to meet the VAGO recommendations and modernise and improve the PR Act. Consultation across the public service, legal and legislative review of approaches used in other jurisdictions and reform work has now been completed. DPC and the Public Records Office Victoria are now working to finalise proposals that address both the VAGO recommendations and the broader review. It is critical to note that progress on the review has been limited over the past few years by a range of factors, including constrained resources/expertise, changes in the ministry and the DPC shadow branch responsibility for PROV, the complexity of the review in the context of resource constraints, and most critically the COVID-19 pandemic with the associated impacts on resources etc. In terms of the next phase, DPC expects ministerial consideration of the review and direction on the proposals in mid-2022.	30/09/2022	In progress	
Department of Premier and Cabinet	Managing Public Sector Records	2016-17	8/03/2017	3	That DPC as part of its review of the Public Records Act 1973, work to harmonise the Public Records Act 1973 with Victoria's changed information legislation environment-including legislation such as freedom of information, privacy and data protection	In part	DPC will focus on ensuring public records are managed according to legislative requirements and supports recommendations 1 to 4.	Not specified	Yes		The focus of the PR Act review has been on the VAGO audit (assessing and designing reform proposals that meet each recommendation) as well as concluding a broader review of the legislation (for the Minister of Government Services in the first instance) to identify a suite of reforms. Collectively, the review findings and recommendations (including proposals for legislative amendment) aim to meet the VAGO recommendations and modernise and improve the PR Act. Consultation across the public service, legal and legislative review of approaches used in other jurisdictions and reform work has now been completed. DPC and the Public Records Office Victoria are now working to finalise proposals that address both the VAGO recommendations and the broader review. It is critical to note that progress on the review has been limited over the past few years by a range of factors, including constrained resources/expertise, changes in the ministry and the DPC shadow branch responsibility for PROV, the complexity of the review in the context of resource constraints, and most critically the COVID-19 pandemic with the associated impacts on resources etc. In terms of the next phase, DPC expects ministerial consideration of the review and direction on the proposals in mid-2022.	30/09/2022	In progress	

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Department of Premier and Cabinet	Managing Public Sector Records	2016-17	8/03/2017	4	That DPC as part of its review of the Public Records Act 1973, incorporate the improved regulatory measures that are applied in other jurisdictions-including monitoring, reporting and penalties for noncompliance	In part	DPC will focus on ensuring public records are managed according to legislative requirements and supports recommendations 1 to 4.	Not specified	Yes		The focus of the PR Act review has been on the VAGO audit (assessing and designing reform proposals that meet each recommendation) as well as concluding a broader review of the legislation (for the Minister of Government Services in the first instance) to identify a suite of reforms. Collectively, the review findings and recommendations (including proposals for legislative amendment) aim to meet the VAGO recommendations and modernise and improve the PR Act. Consultation across the public service, legal and legislative review of approaches used in other jurisdictions and reform work has now been completed. DPC and the Public Records Office Victoria are now working to finalise proposals that address both the VAGO recommendations and the broader review. It is critical to note that progress on the review has been limited over the past few years by a range of factors, including constrained resources/expertise, changes in the ministry and the DPC shadow branch responsibility for PROV, the complexity of the review in the context of resource constraints, and most critically the COVID-19 pandemic with the associated impacts on resources etc. In terms of the next phase, DPC expects ministerial consideration of the review and direction on the proposals in mid-2022.	30/09/2022	In progress	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	DPC will review its objectives, objective indicators, outputs and output performance measures to Improve performance reporting In line with the service logic model developed by OTF. OPC will include this information in its BP3 Departmental performance statement.	1/06/2023	Yes		DPC is progressing proposed changes to its output structure as part of its 2022/23 Departmental Performance Statement in response to this recommendation. DPC notes implementation of this measure is subject to DTF's preparation of a service logic model.	1/06/2023	In progress	

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Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: -developing baseline data for objective indicators (see Section 2.2) - clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) - redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) -ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) - setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	OPC, with support from OTF, will review and update its performance statements to improve the mix of output performance measures that assess quantity, quality, timeliness and costs.	1/06/2023	Yes		DPC is progressing proposed changes to its performance measures as part of its 2022/23 Departmental Performance Statement to improve the mix of measures assessing quantity, quality, timeliness and costs in response to this recommendation. DPC notes implementation of this recommendation is subject to support from DTF.	1/06/2023	In progress	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	Yes	DPC supports increased use of efficiency measures, including the use of unit costs. DPC will review its output performance measures and introduce efficiency measures in accordance with DTF guidance to improve performance reporting.	1/06/2024	Yes		DPC is currently reviewing existing performance measures to identify opportunities to improve the mix of measures that assess quantity, quality, timeliness and costs for inclusion in DPC's 2022/23 Departmental Performance Statement. DPC notes implementation of this recommendation is subject to DTF's preparation of guidance on development of efficiency measures.	1/06/2024	In progress	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	6	integrate and harmonise the Outcomes Reform in Victoria policy with the Resource Management Framework to ensure coherence and cohesiveness in departmental performance reporting, and use the approach to performance reporting adopted in New Zealand as a good practice reference point (see Section 2.3).	Yes	DPC supports the development of departmental objectives and objective indicators to facilitate consistent reporting against outcomes. DPC will work with DTF to Identify the most appropriate option to support the development of consistent outcomes measures, and its implication for the current Outcomes Framework.	1/06/2023	Yes		Consultation with DTF on implementation of this recommendation has not yet commenced.	1/06/2023	Not started	

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Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	DPC will continue to provide clear explanations of why variances, between targets and actual results of performance measures, of more or less than 5 per cent have occurred.	1/10/2023	Yes		This action has been completed. DPC will continue to include clear explanations for variances of more or less than 5 per cent between its performance measure targets and actual results. These have been included for DPC's 2020/21 output performance report and will be published in DPC's 2020-21 Annual Report.	31/10/2021	Complete	1/10/2021
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: · detailed business rules for every output performance measure and objective indicator · activities that are specifically included or excluded in reporting performance results · the data source and how the result is calculated · the process for validating or assuring the quality of the raw data and/or the calculated result · how each measure's target is set (see Section 4.1)	Yes	DPC will document its business rules and data. sources for Its performance measures and objective indicators, following a review of its performance statements In accordance with Reoommendation I.	1/06/2023	Yes		DPC has developed a data dictionary that documents business rules and data sources for performance measures and objective indicators. Development of methodologies for inclusion in the data dictionary is ongoing.	1/06/2023	In progress	
Department of Premier and Cabinet	Melbourne metro tunnel project - Phase 1 Early works	2018-19	6/06/2019	2	Review the remaining Melbourne Metro Tunnel Project contingency funds, taking into consideration the construction risks experienced to date and the likely time and complexity pressures expected for the remaining works, and advise government on the sufficiency of these funds (see Section 4.3)	Yes	DPC notes government will continue to be kept informed of the Project's contingency funding through the quarterly Major Projects Performance Report DPC will work with DTF DoT and the Office of Projects Victoria to ensure that the terms of reference for a Project Assurance Review include a review of Metro Tunnel Project contingency funding	31/05/2020	Yes		The Project Assurance Review (PAR) is now complete, with the terms of reference specifically including contingency funding within the review scope. The final report was issued to the Senior Responsible Owner (SRO) on 26 June 2021. A briefing for the Treasurer was provided to his Office on 10 August 2021. The Major Projects Performance Report (MPPR) continues to monitor the level of Metro Tunnel Project contingency funding. This will be recommended for completion to DPC's Audit and Risk Management Committee.	30/06/2021	Complete	31/08/2021
Department of Premier and Cabinet	Melbourne metro tunnel project - Phase 1 Early works	2018-19	6/06/2019	3	Review and revise the original assumptions contained in the Melbourne Metro Tunnel Project business case, considering the impacts of new rail system projects, and republish the refreshed assumptions in an updated project benefits management plan (see Section 2.4)	Yes	DPC and DTF will work with DoT on an updated benefits management plan that outlines the impact of new rail system projects on the original assumed benefits	31/05/2020	Yes		Work is progressing within DoT to review and revise the Benefit Management Plan in the Metro Tunnel Project (MTP) business case. The review includes consideration of the Service Plan impacts of funding constraints; Melbourne Airport Rail; scope changes to funded infrastructure; and possible changes in passenger demand. DoT has allocated additional resources to manage the revision of the Benefit Management Plan and close out this recommendation.	30/06/2022	In progress	

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Department of Premier and Cabinet	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	8	Include in the eServices register head contract clear obligations for suppliers to: ensure individuals they employ in Victorian public service engagements: have a police check within the past 12 months (or as requested by the government agency) have conducted any other relevant screening checks as requested by the government agency submit information to the government agency on the dates and outcomes of the screening checks conducted prior to the engagement starting (see Section 3.3).	Yes	Recommendation is incorporated into the eServices Reform Project: Consultation with suppliers and buyers on the rationale for the new requirements, a new contract term that requires registered suppliers in relevant categories to obtain and provide police checks. lear provisions in the new User Guide that helps government buyers understand and implement the new requirements.	30/06/2021	Yes		All engagements under the Digital Victoria Marketplace (the Marketplace) project will have these requirements embedded. Implementation of the Marketplace will deliver costs savings across the whole of Victorian Government, significantly reduce staff hours required to conduct procurement process, ensure that small contracts are not procured outside of government registers, and improve data capture and reporting quality. A working prototype of the Marketplace will be available to all government buyers and suppliers who currently use eServices and Information Technology Infrastructure procurement registers. The prototype is expected to be delivered in 2022.	31/12/2022	In progress	
Department of Premier and Cabinet	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	9	Review and improve the user guides and templates for the eServices register to: ensure they clearly define the contractual obligations for suppliers and government agencies in relation to obtaining police checks or other relevant screening checks, for individuals delivering services in government agencies prompt hiring managers/procurement leads to document specific screening requirements based on the risk profile of the engagement at the start of the procurement process require suppliers to document the screening completed prior to the engagement starting (see Section 3.5).	Yes	Recommendation is incorporated into the eServices Reform Project: A new RFQ template that prompts the government buyer to comply with the new police check requirements. An updated User guide that outlines the requirement and stepsthat government buyers must take to ensure they comply. A new tool or set of guiding principles to help government buyers assess the risk profile of their procurement.	30/06/2021	Yes		All engagements under the Digital Victoria Marketplace (the Marketplace) project will have these requirements embedded. Implementation of the Marketplace will deliver costs savings across the whole of Victorian Government, significantly reduce staff hours required to conduct procurement process, ensure that small contracts are not procured outside of government registers, and improve data capture and reporting quality. A working prototype of the Marketplace will be available to all government buyers and suppliers who currently use eServices and Information Technology Infrastructure procurement registers. The prototype is expected to be delivered in 2022.	31/12/2022	In progress	
Department of Premier and Cabinet	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	10	Update recruitment and employment screening policies and procedures to clearly state that candidates who are existing employees should be subject to risk-based employment screening (see Section 2.2).	Yes	DPC will update their recruitment and employment screening policies and procedures to outline that risk-based employment screening will be conducted at the time of new appointment for both existing and new employees. DPC will identify opportunities to strengthen our risk-based approach including the introduction of a requirement for police checks to be periodically conducted for high risk roles/appointments. Further enhancements to risk-based employment screening may also be enabled in alignment with the whole of VPS Human Capital Management (HCM) design and implementation	30/06/2021	Yes		DPC are continuing with the operational practice of conducting employment pre-screening of appointments for both existing and new employees in high-risk roles, including coordinating periodic police checks. All outstanding policies and procedures have been updated to reflect the required changes and have been endorsed by the Secretary. Related policies and procedures are available on DPC intranet. This will be recommended for completion to DPC's Audit and Risk Management Committee.	30/06/2021	Complete	24/12/2021

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Department of Premier and Cabinet	Public Participation in Government Decision-Making	2016-17	10/05/2017	1	That DPC collaborate with departments and agencies to develop a whole-of-government framework to provide the Victorian public sector with guidance and parameters for public participation-this framework should: · provide guidance about public participation principles and align with better practice · ensure there are clear definitions of public participation terminology and unambiguous language · provide agencies with guidance about governance and oversight, capability development, access to expertise and monitoring, and evaluation mechanisms	Yes	DPC has commenced a project to establish the needs of the VPS to inform the development of central government guidance on public participation	28/02/2018	Yes		The Public Sector Administration Committee (PSAC) approved the Whole of Victorian Government (WoVG) Public Engagement Framework (the Framework) at its meeting on 18 November 2021. DPC researched best practice public engagement and collaborated across WoVG, with a representative network of engagement specialists, to develop the Framework using a co-design process. The Framework includes a consistent public engagement vision for Victoria, principles and definitions for engagement, a how-to guide for the design and delivery of engagement, evaluation outcomes, indicators and measures and a promise to the public. It becomes the overarching framework for WoVG and sets the foundation to ensure public engagement is prioritised and embedded across VPS projects. Designed as a principles-based framework, it enables departments to design and implement their own frameworks and respond to the specific stakeholder needs and organisational objectives. For departments without an existing framework, DPC will provide advice around how these departments can develop their own in alignment with the WoVG Framework. DPC will lead the Framework implementation and will focus on working with departments to identify needs and priorities to co-design standard reporting processes to be presented to PSAC in late 2022.This will be recommended for completion to DPC's Audit and Risk Management Committee.	31/03/2021	Complete	18/11/2021
Department of Premier and Cabinet	Public Participation in Government Decision-Making	2016-17	10/05/2017	2	That DPC develop its own internal framework and guidance for public participation	Yes	Based on the whole pf government approach, referred to in recommendation one, specific frameworks and guidance will be tailored for DPC.	28/02/2018	Yes		DPC has adopted the Framework as the departmental framework. The Framework provides shared resources to support consistent and high-quality public engagement practice across the VPS. The Engage Victoria team within Digital Victoria will collaboratively develop tailored templates and training to support other departments to implement the Framework. The proposed reporting criteria and reporting methods will also be agreed for approval by PSAC in 2023. This will be recommended for completion to DPC's Audit and Risk Management Committee.	31/03/2021	Complete	1/12/2021
Department of Premier and Cabinet	Security of Government Buildings	2018-19	29/05/2019	1	In collaboration with key security agencies such as Department of Premier and Cabinet and the Department of Justice and Community Safety, develop a statewide principle-based physical security policy, with clear accountabilities for government agencies (see Section 2.2)	Yes	DPC will work with DTF and DJCS to develop a statewide physical security policy.	9/04/2021	Yes		DPC is leading the development of a whole of government principal based Protective Security Framework – Victoria (PSF-V). The PSF-V will set out protective security policy and requirements and provide consistent information and guidance for Victorian government entities to support the implementation of protective security policies, including security governance, and information, personnel and physical security policies.	31/12/2022	In progress	

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Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	1	develops and implements a government agency stakeholder engagement strategy with the aim of increasing agency participation and uptake of Service Victoria's services and reusing existing technology (see Section 3.5)	Yes	DPC will consult with key stakeholders as part of the first stage in the development of a government agency stakeholder engagement strategy to increase agency participation and uptake of Service Victoria's identity verification and customer services. - The strategy will be reviewed on an annual basis to ensure it remains current and fit-for-purpose - DPC will provide biannual progress reports to the Identity and Access Management (IdAM) Committee, a committee of the Public Sector Administration Committee. - DPC will liaise with Service Victoria regarding the outcome of Service Victoria's proposed annual surveys of agencies and adjust the strategy accordingly if required.	31/07/2021	Yes		DPC has undertaken the following activities to address this recommendation: • The establishment of Digital Victoria (DV) to drive digital transformation across government, and make it easier for business, communities, and citizens to connect with government. • Release of the Victorian Government Digital Strategy 2021- 2026 for better, fairer, more accessible services, a digital-ready public sector and a thriving digital economy. • The establishment and management of the DV Interdepartmental Committee (IDC) and other governance forums to promote constructive engagement with Service Victoria and partners across the VPS. These forums have played an important role in aligning strategic priorities and driving digital transformation across the VPS. • Supporting Service Victoria in the development of its forward work plan and future vision for the use of its services across Victorian Government and working with Service Victoria and other agencies to support operationalization of this plan • Supporting the development of the Service Victoria Amendment Act which came into operation on 8 March 2022. The Act removes legislative barriers enabling Service Victoria to more easily deliver digital services for businesses and the community. • Supporting the Minister for Government Services to conduct an Independent Review of the Service Victoria Act 2018 which will be tabled in Parliament by 30 June 2022. DV will continue to work with departments and agencies to promote stakeholder engagement, agency participation and to utilise Service Victoria as government's customer service delivery agency. This recommendation will be submitted to the DPC's Audit and Risk Management Committee for endorsement in June 2022.	30/06/2022	In progress	
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	4	introduces a Victorian Government Budget Paper No. 3 measure and target for Service Victoria's cost of transactions, volume of transactions and the number of services Service Victoria delivers (see Section 3.4)	Yes	DPC will work with Service Victoria to develop new BP3 measures and targets for Service Victoria's transaction costs, volumes and number of services delivered to be included in the 2022- 23 budget onwards. DPC will report to the IdAM Committee on Service Victoria's performance against the new BP3 measures and targets on a biannual basis.	31/07/2021	Yes		DPC has worked with Service Victoria and DTF to draft the new BP3 measures and targets for Service Victoria's transaction costs, volumes and number of services delivered. It is anticipated that new measures and targets will be confirmed and used following the 2022/23 state budget.	30/06/2022	In progress	

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Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	5	establishes a requirement for departments and agencies delivering digital services to report to the Department of Premier and Cabinet on the key performance indicators outlined in its Measure how content performs—digital guide including: - user (customer) satisfaction - time to completion - transaction completion rate - the percentage of service transactions that departments and agencies deliver digitally (see Section 2.5)	Yes	DPC will survey agencies to identify which services are delivered digitally and which are delivered through other channels. DPC will work with those agencies identified as delivering digital services to develop performance measures and reporting timeframes with measurement commencing on 1 July 2023. DPC will report to the IdAM Committee on agencies' performance against the key performance indicators to the IdAM Committee on a biannual basis.	31/07/2021	Yes		DPC believes that given developments within the Victorian government digital environment over the last 12 months, it is no longer necessary for DPC to survey agencies or for individual agencies to report against the Measure how content performs—digital guide (the Guide). These developments include: • the increased use and adoption of the Service Victoria platform decision to utilise Service Victoria as government's customer service delivery agency. • The increased use and adoption of the Single Digital Presence (SDP) to make it easier for citizens to find, understand and use Victorian Government information. By using Service Victoria as the channel for customer service delivery, agencies will automatically be provided with measures of user (customer) satisfaction, time to completion and transaction completion rate. By using SDP to deliver information, agencies will automatically be provided with a measurement of user (customer) satisfaction. In addition, DPC believes that agency costs associated with reporting on compliance with the measures outlined in the Guide within legacy service and information delivery systems would be better allocated to moving services and information to Service Victoria and SDP. DPC proposes to continue updating the Guide while agencies move to Service Victoria and SDP and will also introduce a customer satisfaction module for agencies to add to their digital services on a voluntary basis to provide base level data. DPC proposes to continue updating the Guide updated while agencies move to Service Victoria and SDP. In addition to the data collected via Service Victoria and SDP, DPC will engage with agencies on the development of digital services via: • implementation of the whole of Victorian Government Digital Strategy 2021- 2026. • the DV Interdepartmental Committee (IDC) to engage with Service Victoria and agencies in driving cultural change in support of Digital Victoria's whole-of-government objectives. • ongoing work with departments and agencies to promote stakeholder engagement, agency participation and to utilise Service Victoria as government's customer service delivery agency.	31/07/2023	In progress	

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Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	6	develops a dashboard to report publicly on the performance of agencies delivering digital services against the key performance indicators outlined in its Measure how content performs—digital guide (see Section 2.5).	Yes	DPC will develop a dashboard to report publicly on the performance of agencies delivering digital services against the key performance indicators.	31/01/2022	Yes		The key performance indicators in the Guide will automatically be measured for; • all digital services on the Service Victoria platform. • all Victorian Government information delivered via the Single Digital Presence (SDP) A public reporting mechanism (TBC) will be used to report annually on digital service delivery via Service Victoria and government information delivered by SDP. Given the move of digital services to Service Victoria and information to SDP, DPC believes it is no longer necessary for individual agencies to report on key performance indicators in the Guide (outside of Service Victoria and SDP) In addition, DPC believes that agency costs associated with reporting on key performance indicators in the Guide (outside of Service Victoria and SDP) within legacy service and information delivery systems would be better allocated to moving services and information to Service Victoria and SDP.	31/12/2022	In progress	
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	7	reviews its current digital standards to include a clear key performance indicator for customer satisfaction together with the preferred customer satisfaction measurement approach agencies should use (see Section 2.5).	Yes	DPC will work with Service Victoria to research international best practices in relation to measuring customer satisfaction. DPC will share the findings with agencies delivering digital services as part of the discussion relating to performance reporting. DPC will work with Service Victoria and those agencies to develop a standard approach to measuring customer satisfaction.	31/01/2022	Yes		Service Victoria has implemented a revised performance indicator for customer satisfaction for digital services. DV will continue to identify key performance indicators for customer satisfaction for government information. A user centric and iterative approach to the new standard design and development will be adopted, including design workshops with senior customer satisfaction representatives from across government and industry. The new key performance indicators will be automatically applied to • all digital services on the Service Victoria platform • all Victorian Government information delivered via the Single Digital Presence (SDP) Given the move of digital services to Service Victoria and information to SDP, DPC believes it is no longer necessary for individual agencies to report on key performance indicators in the Guide (outside of Service Victoria and SDP) In addition, DPC believes that agency costs associated with reporting on key performance indicators in the Guide (outside of SV and SDP) within legacy service and information delivery systems would be better allocated to moving services and information to Service Victoria and SDP. DV will also introduce a customer satisfaction module for agencies to add to their digital services on a voluntary basis to provide base level data.	31/01/2023	In progress	

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Department of Premier and Cabinet	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	1	Introduce mandatory training for all staff on sexual harassment at induction and at least every two years. This should include at a minimum: practical guidance to help bystanders intervene examples of less overt forms of sexual harassment and 'grey area' behaviours reference to the relevant legislation, definition and that sexual harassment is unlawful complaint channels (including external avenues) consequences for the alleged harasser and the department, including legal liability impact of sexual harassment on employees positive duty to eliminate sexual harassment and victimisation in the workplace (see Section 4.3)	Yes	DPC representation and active participation in the VPS Sexual Harassment working group (chaired by the VPSC). The group aims to ensure a consistent approach to sexual harassment across the VPS, including leveraging resources, training, and lessons learnt. Development of new induction eLearning module 'Our Respectful Workplace' which includes: - link to Policy for the Prevention of Sexual Harassment in the Workplace including complaint channels - Definitions of sexual harassment - examples/interactive scenarios of sexual harassment in the workplace Develop and implement a stand-alone eLearning module about sexual harassment in the workplace. Implementation of the VEOHRC 'Raise It: Conversations about sexual harassment and workplace equality' initiative.	30/06/2020	Yes		The DPC Board of Management has communicated the 'Prevention of Sexual Harassment in the Workplace' Policy and e-learning module and encourage staff to access the Victorian Equal Opportunity and Human Rights Commission's sexual harassment support and response tool.	30/04/2021	Complete	1/05/2021
Department of Premier and Cabinet	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	2	Provide specific training to all managers on responding to complaints of inappropriate behaviour, including sexual harassment complaints. This should: include training on the department's positive duty to eliminate sexual harassment and victimisation be delivered to all new managers and repeated at least once every two years be delivered face-to-face if possible (see Section 4.4)	Yes	Implementation of the VEOHRC 'Raise It: Conversations about sexual harassment and workplace equality' training to equip managers with the skills necessary in identifying topics for conversation in respect to sexual harassment and workplace equality. Inclusion of topic of inappropriate behaviours (including sexual harassment) in Manager's HR toolkit program.	28/04/2020	Yes		Professional obligations and behaviours in the workplace has been part of DPC's induction program for new employees since January 2020 and has been delivered to all employees and contractors. A specific 'Preventing Sexual Harassment in the Workplace' eLearning module was implemented in January 2021 and communicated by DPC Board to all staff in May 2021.	30/04/2021	Complete	1/05/2021
Department of Premier and Cabinet	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	3	Develop a targeted campaign to encourage complaints of inappropriate behaviour, including sexual harassment, and increase staff confidence in the complaints system. This should include allowing staff to report complaints anonymously, and targeted campaigns for high-risk groups (see Section 3.2)	Yes	Communications campaign in line with implementation of the VEOHRC 'Raise It' initiative. This will include promotion of policy, process and avenues to report complaints. Identify regular opportunities across for high-risk groups the year for leaders to consistently communicate and present on sexual harassment and gender equality. Review and update Webpages/intranet pages containing links to policy and guidance materials, and information about complaints processes. Follow up with staff who have made complaints to ensure they are supported and that their matter has been dealt with effectively. Analysis of People Matter Results to identify any potential hot spots, business areas with higher rates of reported sexual harassment, or lack of confidence in complaints handling procedures, and target with tailored Respectful Workplace Behaviour information sessions, facilitated by People and Culture Branch.	28/04/2020	Yes		The Preventing Sexual Harassment in the Workplace eLearning module continues to be provided with over 65% of the existing workforce having completed training. The course will continue to be offered for new starters and refreshed every two years.	30/04/2021	Complete	1/05/2021

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Department of Premier and Cabinet	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	7	Ensure that their senior leadership communicate at least annually a commitment to eliminate sexual harassment (see Section 4.5)	Yes	Coordinate release of Victorian Secretaries' Board statement on sexual harassment following release of VAGO report, and the report on the National Inquiry into Sexual Harassment (due to be released in early 2020). Coordinate DPC Secretary and/or Annually Board of Management Message to all (minimum) staff, aligning to key campaigns and/or days of significance where relevant.	31/03/2020	Yes		On 7 May 2021 DPC Board of Management released a statement reinforcing the Zero Tolerance of inappropriate behaviour. This included that "Although the number of reported incidents in DPC remains low we must strive for zero incidence." The statement also provided access to resources for employees to respond to sexual harassment complaints. Staff are advised of DPC's continued 'zero tolerance' for inappropriate behaviour at staff forums.	30/04/2021	Complete	1/05/2021
Department of Premier and Cabinet	State Purchase Contracts	2018-19	20/09/2018	2	Use the comprehensive procurement data collected as per recommendation one to enhance contract management activities, including: feeding into forward category strategies (see Section 2.2) outlining the scale of potential leakage (see Section 5.2) assisting in monitoring compliance with contract rules (see Section 3.3) confirming supplier-reported data (see Section 4.6)	Yes	DPC Procurement Branch has recently restructured to improve category strategy and data analytics capacity and capability. A priority activity will be to address data quality issues coming from suppliers and uplift this reporting, in addition to improving the quality of category strategies. DPC Procurement Branch has recently restructured to include a business intelligence and reporting team to enhance the ICT SPC data outcomes. A key deliverable of this function is to investigate benefit leakage and seek new data sources to validate and inform actions to reduce leakage coming from suppliers. DPC Procurement Branch has recently restructured which will lead to improved price tracking compliance. DPC has recently added capability in the form of a business intelligence and reporting team to enhance the ICT SPC data outcomes.	20/09/2020	Yes		DPC Business Intelligence team and WOVG IT Strategic Sourcing are actively working through this activity to provide a deeper and clearer understanding and reconciliation of supplier data. We will be targeting to run the reconciliation against supplier data in Q4 21/22. Given the iterative process to support this activity, DPC will work on this ongoing and cannot commit to a completion date at this time.	30/12/2022	In progress	
Department of Premier and Cabinet	State Purchase Contracts	2018-19	20/09/2018	5	Use a risk-based approach to conduct checks of supplier reported data to confirm the accuracy and completeness (see Section 4.6)	Yes	DPC has recently added capability in the form of a business intelligence and reporting team to enhance the ICT SPC data outcomes.	20/03/2020	Yes		The WoVG IT Strategic Sourcing and Digital team risk register has been completed. This will form the basis of risks that are associated to supplier reported data. DPC and DTF are actively developing spend templates that will identify SPC leakage using accounts payable information from departments and lead agencies and will be looking to run a reconciliation process against supplier data in Q4 2021/22. Initial alignment work has commenced and DTF is providing access to spend data at present. Further work is required to refine the data in order for it to be of value. Target date may be pushed-out to Q2 22/23.	30/12/2022	In progress	
Department of Premier and Cabinet	State Purchase Contracts	2018-19	20/09/2018	6	Develop and implement a risk-based approach to identify and monitor contract leakage (see Section 5.2)	Yes	DPC will review and monitor contract leakage. DPC will engage with stakeholders over the next 12 months with a view to the development of an action plan for extracting all purchasing data and compliance adherence. This will take time so we will target having this in place over the coming 24 months.	20/09/2020	Yes		The BI reporting team use WoVG SPC spend data to conduct leakage analysis and vet supplier data. Communications and engagement plans have been completed and DPC has ongoing engagement with DTF to ensure alignment with their processes as the lead agencies. DPC Business Intelligence team and WOVG IT Strategic Sourcing are actively working through this activity to provide a deeper and clearer understanding and reconciliation of supplier data. DPC will look to run the reconciliation against supplier data in Q4 21/22. Given the iterative process to support this activity, DPC will work on this	30/12/2022	In progress	

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											ongoing and cannot commit to a completion date at this time.			
Department of Premier and Cabinet	State Purchase Contracts	2018-19	20/09/2018	9	Undertake a risk-based assessment of potential contract leakage by analysing expenditure in accounts payable systems and report significant contract leakage to lead agencies (see Section 5.2)	Yes	DPC notes that delivery will rely on all SPC users. A consolidated general ledger of IT spend will take 3-5 years. This is a significant task requiring input and agreement from all Departments. We suggest this activity is led by VGPB and supported by major Departmental CFO's and CPO's. DPC will participate by providing Departmental data and develop a reporting regime related to contract leakage.	1/02/2021	Yes		WoVG IT Strategic Sourcing has been given limited access to basic initial leakage reports, prepared by DTF and based on their BI data, for a very small number of ICT SPCs. Further analysis work and a broader access for DV is required to allow for a deeper understanding of possible SPC leakage.	30/06/2023	In progress	
Department of Transport	Accessibility of tram services	2020-21	15/10/2020	1	seeks comprehensive legal advice and explicitly advises the government on the implications of not meeting legislative requirements and identifies any further human rights or other discriminatory breaches that will likely occur if tangible action is not taken to meet the compliance requirements and deadlines specified by the relevant legislation (see Section 2.2)	Yes	Legal advice has been received and the Minister will be briefed in relation to this matter.	31/12/2020	Yes		Legal advice has been received and government has been briefed.		Complete	24/02/2022
Department of Transport	Accessibility of tram services	2020-21	15/10/2020	2	upgrades the tram compliance database's capability to ensure that it: - - captures all accessibility features required by the Disability Standards for Accessible Public Transport 2002 to give the Department of Transport an accurate percentage of total network compliance - can produce individual compliance reports for each tram stop - does not include decommissioned stops (see Section 2.4).	Yes	Enhancements to the reporting from the Department's DSAPT compliance database were initiated in early 2020 and are expected to be completed by the end of the calendar year. Whilst the database has limitations in capturing all of the accessibility features required by the current DSAPT, upgrades will be considered as a future enhancement of our compliance database to align with any changes to the current DSAPTthat result from the current modernisation process underway.	31/12/2020	Yes		Enhancements to database undertaken to enable decommissioned tram stops to be excluded from future stop reports. KDR advised which stops to be noted as decommissioned and these noted accordingly in database. Validation and evidence of decommissioned stops to be collated to accompany audit action close out request.	15/04/2022	In progress	

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Department of Transport	Accessibility of tram services	2020-21	15/10/2020	3	conducts a: - formal gap analysis review of what is required on the tram network to meet Disability Standards for Accessible Public Transport 2002 compliance for infrastructure and rolling stock and explicitly advises the government on the number, locations and estimated cost to rectify all tram infrastructure by 31 December 2022 - a technical review to inform engineering and cost estimates arising from the gap analysis (see Section 2.2)	Yes	A strategy to address existing, already identified, non-compliance will be included as part of the Tram Stop Rollout Strategy, however the identification of noncompliance not yet identified does not sit within this scope. Therefore, any further existing non-compliance will need to be identified as part of a separate process which will require funding. The Strategic Advisor and Design Advisor appointed as part of the Stop Rollout Strategy will be assessing the scope of technical engineering required to deliver DSAPT compliance across the whole network, and high-level estimates of the cost of implementation. The Tram Stop Rollout Strategy will provide an order of magnitude costs to complete network wide upgrades, based on different delivery approaches. However, detailed engineering assessment will not form part of the scope of this work. Engineering assessments will be completed as part of any funded development for tram stop upgrades to be delivered.	30/06/2020	Yes		The Tram Stop Rollout Strategy (TSRS) discussed that many stops are not currently fully compliant and noted that further work is required to understand the levels and locations of these of non-compliances.	30/06/2022	In progress	
Department of Transport	Accessibility of tram services	2020-21	15/10/2020	4	aligns funding for Disability Standards for Accessible Public Transport 2002 compliance works with planned, funded renewal works under the current tram franchise agreement and beyond to better support opportunities for concurrent works and focus on maximising savings, avoiding costs and minimising network disruption (see Section 3.2).	Yes	Aligning accessibility upgrade works with planned, funded renewals is currently a process the Department has been improving. The Tram Stop Roi lout Strategy will also consider how to best align these works.	30/06/2021	Yes		DoT is working to close this Audit Action. DoT has been furthering work in this space for some time with work commencing well before the VAGO Recommendation. This is occuring through the tram infrastructure 'Enhanced Renewals' process which looks at aligning already funded maintenance and renewals work with 'Enhanced Renewals' that would require additional funding through the State Budget process. This process purports to instil a flexible, responsive and strategic process for managing the assets by re-aligning some of the planned Maintenance and renewal works with opportunities which may present themselves to simultaneously enhance the network by: • futureproofing (e.g. adjust track position to accommodate future platform stops) or • improving operational or safety outcomes • Note that the forward plan of maintenance and renewals works does shift from a timing perspective and is under constant review. In addition, the Tram Stop Rollout Strategy (TSRS) considered how best to deliver infrastructure upgrade works.	31/05/2022	In progress	

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Department of Transport	Accessibility of tram services	2020-21	15/10/2020	5	within the limits of available operational data, publishes and maintains an interactive map of the network or a journey planner tool showing accessibility by stop, route and scheduled service (see Section 2.3).	Yes	The Department ofTransport's digital journey planning tools are currently undergoing a major uplift. In late 2020, the fully accessible next ge neration PTV app will be released, granting our accessibility community access to the same journey planning features as our other customers, including real time travel and disruption information. Accessibility is and will continue to be shown within the limits of current operational data.	31/12/2020	Yes		The Department of Transport is committed to improving the experiences for people living with a disability. We recognise that people with a disability face unique challenges and barriers and we continue to improve the experiences making access to public transport information equally accessible to everyone. In 2020 the Department's digital journey planning tools underwent a major uplift. In December 2020, the final phase of the fully accessible next generation PTV app was released to both iOS and Android. This now provides our accessibility community access to the same journey planning features as our other customers, including live vehicle tracking, real time arrival and disruption information. The PTV app meets the WCAG 2.0 guidelines and is fully accessible on both iOS and Android. Accessibility is and will continue to be prioritised as part of all our future releases within the limits of operational data being made available specifically from rolling stock. Taking a user-centred approach the Department is prioritising improvements across the transport network to ensure it is inclusive and accessible for everyone.		Complete	31/12/2020
Department of Transport	Accessibility of tram services	2020-21	15/10/2020	6	commissions a comprehensive cost-benefit analysis into the full rectification or rationalisation of all tram stops that need to be upgraded to Disability Standards for Accessible Public Transport 2002 accessibility standards. In addition to identifying construction costs, the analysis should consider other potential societal benefits from the investment, such as: - stimulatory effect on the labour market - improved passenger and road network safety - improved tram speeds - greater participation of mobility-challenged people in the economy and community - other externalities such as congestion and pollution (see Section 2.3).	In part	Whilst an extensive cost benefit analysis across all tram stops requiring upgrades is not currently in scope of the Tram Stop Rollout Strategy, the Department acknowledges it has a legal obligation to provide accessibility across the tram network. Nevertheless, the Department is refining our current stop prioritisation framework to identify what stops on the network should be upgraded first and then continuing prioritisation, based on a range of factors. The Tram Stop Rollout Strategy will support determining any rationalisation requirements of existing tram stop locations. As part of Business Case submissions to the Government to fund the upgrade of network infrastructure to comply with DSAPT standards, the Department is required to include a cost benefit analysis that aligns with the Department of Treasury & Finance guidelines. The guidelines require the Department to demonstrate the impact of the investment on the safety of passengers/network, network performance, socioeconomic and environmental benefits.	Not specified	Yes		DoT is working to close this Audit Action. The Tram Stop Rollout Strategy (TSRS) project has completed initial work in the economic benefits space. DoT will continue to request funding for the delivery of the TSRS, which would include undertaking a cost benefit analysis that aligns with DTF guidelines as part of Business Case submissions	31/05/2022	In progress	

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Department of Transport	Accessibility of tram services	2020-21	15/10/2020	7	further develops the overarching plan for the tram network and future planning to more explicitly link to Disability Standards for Accessible Public Transport 2002 compliance dates and accessibility outcomes by: - specifying goals and time frames and assigning responsibility to relevant areas within the department and/or Yarra Trams - requiring that the rollout of low-floor trams and the delivery of level-access tram stop upgrades is matched as far as possible to provide improved accessibility outcomes on routes. - seeking expert input and broader stakeholder views on its content (see Section 3.3)	Yes	The Tram Stop Roi lout Strategy will specify goals and timeframes within relevant areas of the Department and Yarra Trams. The prioritisation framework includes consideration of low floor rolling stock on a given corridor in determining the level of priority of a given stop in being upgraded to provide level access. There are numerous considerations required when delivering rolling stock across the network including depot capacity and locations. In addition to accessibility, these considerations must be included in the timing and delivery of both rolling stock and of level-access tram stop upgrades. This is matched as far as possible and we are looking to improve on this further. We are currently engaging with a range of stakeholders on a Lessons Learned process, which will feed into the Tram Stop Roi lout Strategy-this is the first step of our engagement with key stakeholders which will include councils and advocacy groups.	31/12/2020	Yes		DoT is working to close this Audit Action. The Tram Stop Rollout Strategy (TSRS) provides a whole of program delivery timeframe that aligns with the rollout of low-floor rolling stock. The TSRS prioritisation framework considered the location of existing low-floor rolling stock, and the delivery order remains flexible to align with the rollout of future low-floor rolling stock.	31/05/2022	In progress	
Department of Transport	Accessibility of tram services	2020-21	15/10/2020	8	enhances the existing tram Stop Prioritisation Framework by: - ensuring it is supported by accurate and complete data on patronage, stop locations and other relevant demographics - setting a regular update and review schedule - specifically identifying which stops should be upgraded or rationalised and by when - identifying priority corridors for future tram infrastructure upgrades to help streamline stakeholder consultation and approvals (see Section 3.5)	Yes	The existing tram stop prioritisation framework is undergoing updates as part of the Tram Stop Roi lout Strategy. Additional refinement an d updates of the prioritisation framework, including application to the entire tram network, will occur as part of finali si ng this Strategy.	31/12/2021	Yes		The Tram Stop Rollout Strategy (TSRS): • involved the update of the Prioritisation Framework which included accurate, complete and updated data on patronage, stop locations and other relevant demographics • identifies stops that will be upgraded, consolidated or removed • identifies priority corridors for future tram infrastructure upgrades Once funding is provided to deliver tranches of the TSRS, a regular update and review schedule will be developed for the prioritisation framework.	31/05/2022	In progress	

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Department of Transport	Accessibility of tram services	2020-21	15/10/2020	9	further develops the tram-specific elements of the rolling stock plan and strategy so that it: - explicitly links any further low-floor tram procurement to rectification of the tram network's infrastructure - standardises and maintains up to date tram vehicle requirements to meet Melbourne's legacy network issues to reduce the need for extensive design work and market engagement each time a new vehicle is required (see Section 3.6)	Yes	The Victorian Rolling Stock Strategy covers all rolling stock requirements across Victoria's metropolitan, regional and tram networks. Whilst a tram-specific rolling stock plan is not in place, the Tram Stop Rollout Strategy will deliver the plan for the upgrade of infrastructure. Rolling stock delivery and stop upgrades/improvements will be integrated and continues to be matched for timing of delivery as best as possible. There is already a high level of standardisation of rolling stock vehicles for the Melbourne tram network, and the Department, together with the franchisee, continues to review and update standards in line with changes to the network, operations and industry best practice. As part of a rolling stock procurement there is extensive assessment of both existing international vehicle platforms in the market and market ability to deliver a vehicle that meets the Melbourne network's requirements to ensure passengers receive best possible performance and value for money outcomes. This is also in line with the State's procurement policies and the Department's due diligence requirements for any proposed new procurement.	31/12/2021	Yes		The Victorian Rolling Stock Strategy covers all rolling stock requirements across Victoria's metropolitan, regional and tram networks. Whilst an individual tram-specific rolling stock plan is not in place, the Tram Stop Rollout Strategy will deliver the plan for the upgrade of infrastructure. The upcoming contract award of the Next Generation Tram (at the time of response) will ensure that all future low-floor tram delivieries will be fully accessible. Rolling stock delivery and stop upgrades/improvement will be integrated and continues to be matched for timing of delivery as best as possible The Department, together with the franchisee, continues to review and update standards in line with changes to the network, operations and industry best practice. As part of a rolling stock procurement there is extensive assessment of both existing international vehicle platforms in the market and market ability to deliver a vehicle that meets the Melbourne network's requirements to ensure passengers receive best possible performance and value-for-money outcomes. This is also in line with the State's procurement policies and the Department's due diligence requirements for any proposed new procurement.		Complete	24/02/2022
Department of Transport	Accessibility of tram services	2020-21	15/10/2020	10	researches and develops new approaches to the design and delivery of accessible tram stops by: - identifying any previous rollout delays caused by local statutory planning approaches and advising the government on possible planning scheme amendments to streamline and accelerate approvals - where funded, forecasting potential construction corridors along tram routes to allow for early stakeholder consultation and seeking of advance statutory approvals or heritage assessments - developing a range of template designs for tram level-access stops that focus on quick delivery and lower costs - working with other infrastructure delivery agencies (such as the Major Transport Infrastructure Authority) to share and develop innovative infrastructure practices to	Yes	The Tram Stop Roi lout Strategy is undertaking workshops that will identify if any local planning approvals have had an impact to the process in previous projects and will consider any planning scheme amendments that may be appropriate. The Department undertakes extensive and broad stakeholder consultation for individual stops that are funded for development and subsequent delivery. The Tram Stop Roi lout Strategy is developing level access design options which will include costings and timeframes to deliver each option. Options are being explored as part of the Strategy development for various delivery mechanisms including engaging with other delivery agencies on practices and process to provide cost & time effective solutions.	31/12/2020	Yes		The Tram Stop Rollout Strategy (TSRS): • outlines the existing and emerging legislative and approval environment for transport projects, considers the learnings from previous projects and other relevant factors and proposes an approval pathway to support the timely and efficient delivery of the TSRS • developed a suite of concept designs and a kit of parts to provide safe and accessible tram stops for all users. • explores the options for how stops could be upgraded across the network. This included investigating various delivery mechanisms through engaging with delivery agencies.	31/05/2022	In progress	

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					expedite delivery and reduce prices for the rollout of tram stop infrastructure (by focusing on standardised designs, as well as the potential for modular assembly and prefabrication of tram stop components) (see Section 3.5).									
Department of Transport	Assessing Benefits from the Regional Rail Link Project	2017-18	10/05/2018	7	DEDJTR improve how it specifies and measures benefits arising from major capital projects to ensure alignment with better practice guidance on benefit management from the Department of Treasury and Finance	Yes	Not specified	31/12/2020	Yes		Stage 1 of the whole of transport Benefits Management Framework (BMF) has been completed and will be applied to the program of works going forward. The BMF provides guidance on how to specify and measure benefits arising from major capital projects. This is aligned with DTF's better practice guidance on benefits management.		Complete	4/10/2021
Department of Transport	Assessing Benefits from the Regional Rail Link Project	2017-18	10/05/2018	8	DEDJTR identify any major projects underway that have not yet developed a robust benefit management framework and require these projects to rectify this deficiency	Yes	TfV is developing a benefits management framework, and will work with OCG to apply it across Major Transport Infrastructure Program (MTIP) programs of work.	31/03/2019	Yes		The DoT Benefit Management Framework has been approved. The framework enables an integrated and consistent approach to how DoT plan, prioritise and make investment decisions that deliver on the common goal of an integrated transport system. Stage 1 covers capital projects and as such the action can be considered closed. Stage 2 covers policy and operational projects. The use of the BMF will be rolled out within DOT and across MTIA and will be included as part of the Client Requirements. Following completion of the BMF, an assessment is currently underway to determine if all major construction projects in delivery have a BMP.		Complete	4/10/2021
Department of Transport	Follow up of Managing the Level Crossing Removal Program	2020-21	14/10/2020	1	DEDJTR follow HVHR guidelines in developing a business case as the basis for government's investment decisions, including timing of approval, presenting a range of project options and updating the business case with any significant changes.	Yes	DEDJTR will continue to work with the Department of Treasury and Finance in relation to future investments including the application of HVHR requirements.	Not specified	Yes		VAGO has undertaken a deep dive follow-up audit and have assessed this recommendation as being partially addressed. Refer https://www.audit.vic.gov.au/report/follow-managing-level-crossing-removal-program?section= for more detail		Complete	14/10/2020
Department of Transport	Follow up of Managing the Level Crossing Removal Program	2020-21	14/10/2020	2	DEDJTR, in conjunction with MTIA, develop a transparent selection and prioritisation process for targeted removal of level crossings beyond current commitments made by government.	Yes	No financial commitment beyond the LXRP	Not specified	Yes		VAGO has undertaken a deep dive follow-up audit and have assessed this recommendation as being addressed. Refer https://www.audit.vic.gov.au/report/follow-managing-level-crossing-removal-program?section= for more detail		Complete	14/10/2020
Department of Transport	Follow up of Managing the Level Crossing Removal Program	2020-21	14/10/2020	3	DEDJTR develop comprehensive KPIs and targets to meaningfully measure achievement of intended benefits.	Yes	This will be implemented by enhancing the analysis and commentary in individual site benefit reports under the Benefits Management Plan in the LXRP Business Case.	Not specified	Yes		VAGO has undertaken a deep dive follow-up audit and have assessed this recommendation as being addressed. Refer https://www.audit.vic.gov.au/report/follow-managing-level-crossing-removal-program?section= for more detail		Complete	14/10/2020

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Department of Transport	Follow up of Managing the Level Crossing Removal Program	2020-21	14/10/2020	4	DEDJTR, in conjunction with MTIA, progressively monitor the progress of achievement of LXRP outcomes	Yes	This is already being implemented, and is required under the HVHR Investment Framework.	Not specified	Yes		VAGO has undertaken a deep dive follow-up audit and have assessed this recommendation as being addressed. Refer https://www.audit.vic.gov.au/report/follow-managing-level-crossing-removal-program?section= for more detail		Complete	14/10/2020
Department of Transport	Follow up of Managing the Level Crossing Removal Program	2020-21	14/10/2020	5	DEDJTR, in conjunction with PTV, develop contemporary network rail standards, so that agencies delivering rail projects have an understanding of network requirements and what is required to assure projects meet engineering, network integration and safety requirements.	Yes	This is already being implemented by DEDJTR, and is being led by TfV with involvement from PTV, MTM, LXRA and the Melbourne Metro Rail Authority.	Not specified	Yes		The Department has updated and endorsed the DoT Standards Framework Rail V3. The framework provides direction and governance of Rail Network Technical Standards from initial development through to assurance that the requirements and process are being met.		Complete	25/02/2022
Department of Transport	Follow up of Managing the Level Crossing Removal Program	2020-21	14/10/2020	6	DEDJTR, in conjunction with PTV, monitor the effectiveness of PTV's controls to improve its network integrity function.	Yes	TfV and PTV have completed a review and implemented revised Network Assurance Governance Framework for the network integrity function.	Not specified	Yes		The Network Integrity Assurance Management Procedure V6.0 has been updated and endorsed on 23 June 2021. This procedure sets out the process for carrying out Network Integrity Assurance activities associated with the planning, development, and delivery of Significant and Non-Significant Projects which impact the Public Transport Network.		Complete	23/06/2021
Department of Transport	Fraud and Corruption Control	2017-18	29/03/2018	6	DEDJTR develop and implement appropriate supplier vetting guidelines	Yes	Aspects of this control are being addressed through the development of data analytics tools, and that supplier due diligence systems and guidelines are planned for completion in 2018.	Not specified	Yes		The Department's Integrity Data Analytics Pilot (IDAP) commenced in the latter half of 2021, following approval from the Department's Audit Risk and Integrity Committee (ARIC). The IDAP comprises three phases of investigation and supports continual improvement of supplier vetting. The Department undertakes a number of checks and balances regarding supplier vetting, and requires all suppliers to agree to the Supplier Code of Conduct. The Department of Treasury and Finance (DTF) are conducting a Whole of Victorian Government (WoVG) project to establish a master supplier database and the DTF supplier portal will have an integration with the Australian Business Register. DTF have advised the estimated go live date for this WoVG master supplier portal is end of 2022.		Complete	31/07/2021
Department of Transport	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	6	Conduct a detailed condition survey of the rail freight network's lines and sidings subject to major upgrades to identify current asset condition versus the expected track class	Yes	In developing major freight rail upgrades, the Department and the Major Transport Infrastructure Authority (MTIA) will collaborate with V/Line to understand the asset condition and expected track class. Where there is insufficient information, the Department and MTIA will undertake additional surveys to help inform a fit for purpose solution that complies with Accredited Rail Operator standards.	Not specified	Yes		A report was developed which established a 7-year view of the investment and capability required to deliver on V/Line's asset management strategy across the passenger and freight network based on three scenarios. A revised asset condition and criticality data set was also established for the major infrastructure and OCMS asset classes.		Complete	30/09/2020

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Department of Transport	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	8	Work together, by jointly developing and co-sponsoring submissions to government, on a sustainable funding approach for regional rail freight lines that is linked to providing a fit-for-purpose track class, as well as improving broader network reliability and performance standards for rail freight operators and users	Yes	The Department is collaborating with V/Line to develop a sustainable funding approach.	30/06/2021	Yes		Rail Services has developed a business case for freight network funding which is under review. Rail Services continues to work closely with V/Line to develop and implement short and medium term freight network funding requirements.	30/06/2022	In progress	
Department of Transport	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	10	Consult and coordinate with each other so that Regional Rail Revival upgrade projects respond to an integrated understanding of current and future rail freight needs, and explicitly align the freight components of Regional Rail Revival projects with broader strategic and policy goals to increase the use of rail freight in Victoria	Yes	The Regional Rail Revival (RRR) program was developed in pursuance of the passenger-oriented objectives outlined in the Government's Regional Network Development Plan (RNDP) released in May 2016. The RNDP sets out a plan to deliver modern commuter-style service for key centres and service improvements to outer regional areas, including: a minimum 20-minute train frequency in the peak and 40 minutes in the off-peak for services to Geelong, Bendigo, Ballarat, Seymour and Traralgon; and five services, every weekday to the outer regional train lines of Warrnambool, Bairnsdale, Albury-Wodonga, Echuca, Swan Hill and Shepparton. While consideration is given to not preclude current and future freight upgrades, the focus of the RRR should be on passenger services. The Department will continue to collaborate closely with V/Line and Rail Projects Victoria to ensure the RRR program is developed and delivered in an integrated manner with current and future rail freight needs.	Not specified	Yes		Rail planning activities are being developed jointly by Freight Victoria and Rail Planning to identify a suite of actions for further investigation to ensure freight and expected freight growth can be balanced against passenger service growth, or to provide policy options to Government to consider as part of the broader policy settings for transport.		Complete	3/03/2022
Department of Transport	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	11	Ensure that, for any projects subject to Gateway review, nominated senior responsible officers are accountable for: -providing timely internal advice on the implications of Gateway review process findings and any urgent or critical matters that have been identified -informing themselves of the content and ratings of previous Gateway review process reports, any recommendations requiring action, and the status of any activities designed to resolve previous recommendations	Yes	The Department will continue to engage proactively in Gateway reviews. In 2019, DoT introduced an internal process where external audits, such as VAGO and Gateway, are tracked via a central register within the Department, so urgent or critical matters can be actioned appropriately. The effectiveness of the process will be assessed by mid-2021.	30/06/2021	Yes		The Department has adopted a new process where the nominated senior responsible officers maintain a Gateway Review Tracker (Evidence id # 12447). The Gateway tracker contains all Gateway review process findings and any urgent or critical matters that have been identified. The tracker also contains the content and ratings of previous Gateway review process reports, any recommendations requiring action, and the status of any activities designed to resolve previous recommendations. Following recent favourable Gateway outcomes for the Shepparton Corridor Upgrade Stage 3 and Warrnambool Line Upgrade Stage 2 business cases following the new model adopted by DoT		Complete	30/06/2021

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Department of Transport	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	12	Introduce and ensure that, for all major capital projects, there is compliance with project risk management processes that include: -regularly updating project risks, risk assessments, and risk mitigations to ensure that they remain relevant -a clear process to ensure project risks are escalated to appropriate levels/staff, including communication so that project staff are aware of this process -maintaining agency project risk registers alongside the contractor's project risk registers and, where there are variances in a register, assessing these and identifying actions to address the differences -regular monitoring and reporting of project risk, and cost, time and scope tolerances. If it is apparent that these tolerances will not be met, the Department of Transport and V/Line should have a process to rectify this in a timely manner	Yes	The Department is committed to ensuring compliance with project risk management processes for all major capital transport projects and will continue to review its processes for continuous improvement opportunities. The Department has an approved Risk Management Framework, whose principles are replicated through the delivery agencies. The Department engages the skills and expertise of Major Transport Infrastructure Authority (MTIA) for the delivery of major rail projects. MTIA has robust project risk management processes for delivering major transport infrastructure projects. The effectiveness of the process will be assessed by mid-2021.	30/06/2021	Yes		The Project dashboards record project changes and contract variations. All associated risks, the impact of the risks on project scope, time, and cost are identified and reported to Project Steering committees (PSCs). The Project steering committee ensures that all such risks are addressed appropriately. The Department engages the skills and expertise of the Major Transport Infrastructure Authority (MTIA) for the delivery of major rail projects. MTIA also maintains risk registers to capture the project risks and related impacts on the project. Project dashboards also capture the major risks associated with any particular project. All project dashboards are presented to related workgroups under PSC. The PSC provides an action plan if risks are going beyond the tolerance levels. The Business also emphasised that the findings are general in nature and have been complied with in all major projects. Reference to the MBRP is used as an example and due to the fact that the report was for regional freight MBRP is a key project in that space. The Department engages the skills and expertise of the Major Transport Infrastructure Authority (MTIA) for the delivery of major rail projects		Complete	30/06/2021
Department of Transport	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	13	Introduce and ensure that, for all major capital projects, there is compliance with project change processes that cover: recording project changes and contract variations in fit-for-purpose registers to ensure any associated risk is addressed appropriately and that the impact on project scope, time, and cost is clearly identified and reported to governance committees a process for updating key project documents after an agreed change to reflect any additional resourcing required and any impacts on the project's outcomes and benefits	Yes	The Department is committed to ensuring project change processes are robust for delivery of major capital transport projects and will continue to review its processes for continuous improvement opportunities. The Department engages the skills and expertise of Major Transport Infrastructure Authority (MTIA) for the delivery of major rail projects. The Department is seeking to strengthen its Governance framework whereby risks are reported to governance committees.	30/06/2021	Yes		The Project dashboards record project changes and contract variations. All associated risks, the impact on project scope, time, and cost are identified and reported to Project Steering committees (PSCs). The Project steering committee ensures that all such risks are addressed appropriately. All key changes in the project documents are presented to a project's PSC where any additional resourcing is required and any impacts on the project's outcomes and benefits are discussed. There is also a working group that has been established based upon the RRR model for MBRP. The Business also emphasised that the findings are general in nature and have been complied with in all major projects. Reference to the MBRP is used as an example and due to the fact that the report was for regional freight MBRP is a key project in that space. The Department engages the skills and expertise of the Major Transport Infrastructure Authority (MTIA) for the delivery of major rail projects.		Complete	30/06/2021

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Department of Transport	Maintaining State-Controlled Roadways	2016-17	22/06/2017	1	That VicRoads develop a road maintenance strategy with clear objectives, outcomes and measures that define both technical and road-user levels of service for each road maintenance category	In part	Not specified	Not specified	Yes		The Pavement Service Framework and Pavement management Strategic plan has been developed, which provides guidance on the processes and practices to be followed in the management of pavements. A pavement condition report has been developed which informs the pavement maintenance and rehabilitation requirements in the Pavement Program Business Case. An improvement plan has been developed to incorporate asset maintenance predictive condition and demand forecast including road assets management and performance framework. The plan is currently being implemented. The improvement plan contains few actions relating to the road assets performance and management frameworks.		Complete	31/08/2021
Department of Transport	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	1	to the extent possible, collect and collate comprehensive, accurate, quantitative information, research and analysis to annually estimate and monitor the size and timing of resource shortages and risks across the government pipeline (see sections 2.1, 2.2, 2.3, 2.4 and 2.5)	Yes	DoT will continue to work with DTF, DET, DJPR and other agencies to update and monitor the annual resources issues for current and future transport infrastructure pipeline based on the overall State based modelling. The information collated will be utilised as part of future business case development.	Not specified	Yes		DoT is continuing to work with DTF, DET, DJPR and other agencies to monitor annnual resourcing issues for current and future infrastructure pipeline. Target date is 30/06/2022 and ongoing.	30/06/2022	In progress	
Department of Transport	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	6	including the MTIA, uses results from government pipeline modelling by the Department of Treasury and Finance and its Office of Projects Victoria and the Department of Jobs, Precincts and Regions to understand its workforce forecasts for the transport sector and revises its forecasts to make the differences between absolute and relative shortages clear (see Section 2.6).	Yes	DoT (with MTIA) will work with relevant agencies to gain access to data to provide a better understanding of the predicted demands across the key workforce risk areas and revise its forecasts to make differences between absolute and relative shortages clear.	30/06/2022	Yes		In planning. Target date is 30/06/2022 and ongoing.	30/06/2022	In progress	
Department of Transport	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	10	leads coordinated planning to assess and manage delivery capability and capacity risks for the transport sector (see sections 2.1, 3.3 and 3.4)	Yes	DoT will coordinate with MTIA and other agencies to annually assess the delivery capability and capacity risks for the transport sector.	Not specified	Yes		In planning. Target date is 30/06/2022 and ongoing.	30/06/2022	In progress	

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Department of Transport	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	11	coordinate, deliver and complete their strategies, actions and the committee work they lead by: documenting implementation plans that include tasks, responsibilities, budgets and timeline; setting objectives, measures, indicators and targets for what their strategies and actions aim to achieve; monitoring, reviewing and overseeing their progress and impact (see sections 3.3, 3.5 and 3.6).	Yes	DoT will develop the Rail Skills Strategy and will also continue to delivery key strategies and initiatives. Where appropriate, DoT will continue to work with the relevant agencies in contributing to, and leading such strategies as required.	30/06/2022	Yes		As part of implementing rail skills initiatives, DoT regularly engages with schools and the TAFE sector highlighting the opportunities and importance of careers in transport for young Victorians. DoT additionally continues to require vendors, such as Alstom, to comply with specific obligations regarding workforce development, such as training, secondments/employee exchanges and further education outreach.	30/06/2022	In progress	
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process	Yes	DoT Procurement will lead a review to establish the processes and develop the supporting material including updating the DoT Procurement Policy, to address the recommendations noted.	28/02/2022	Yes		The Procurement Policy has been updated and supporting material has been created to address this recommendation. The Procurement Policy was presented to the Procurement Advisory Committee in February and is going through the approval process (i.e. DoT leadership approval).	4/04/2022	In progress	
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: the reasons for using a critical incident procurement process how they considered value for money reasons for using a single quote that staff have considered any relevant state purchase contract that staff completed a conflict-of-interest declaration the relevant financial approvals (see Section 2.3)	Yes	DoT Procurement will lead a review of the processes and update the supporting material including the Critical Incident Procurement Form, to address the recommendations of the review.	30/11/2021	Yes		DoT Procurement has updated the Critical Incident Procurement Documents to include the required information as per the recommendation/agreed action.		Complete	28/02/2022
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	DoT will lead a review to develop appropriate systems to accurately identify critical incident engagements to address the audit finding of providing up to date and accurate data.	30/12/2021	Yes		The Department has created a critical incident procurement register which will be regularly updated by DoT Procurement practitioners. This will be reviewed every month to ensure accuracy, and will also be confirmed with the relevant procurement practitioner.		Complete	30/12/2021
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	10	review, and as necessary revise, their internal guidance material on grants to ensure it aligns with the requirements in Better Grants by Design: a guide to best practice grant program investment, design, management and administration for the Victorian public sector (Better Grants by Design) for departments to identify and manage the risks associated with implementing a grants program staff involved in assessing grant applications to declare any conflicts of	Yes	DoT has established a Working group to develop a Grants Management Framework. The findings of the audit will be addressed as part of this project.	30/12/2021	Yes		The Department has developed a Grants Program Framework that aligns with the legislative requirements including the Financial Management Act 2004, the Standing Directions 2018 and the Better Grants by Design best practice guide. The Grants Framework was approved by DoT Leadership on 15 March 2022.		Complete	15/03/2022

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					interest (see sections 3.1 and 3.3)									
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	11	conduct reviews of their COVID-19 grants programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste (see sections 3.2, 3.3 and 3.4)	Yes	DoT has an established Working Group to develop a Grants Management Framework. The findings of the audit will be addressed as part of this project.	30/12/2021	Yes		There are a range of control measures throughout the grants process to mitigate fraud, corruption and/or waste which is underpinned by the Grants Management Framework. The Grants Framework was approved by DoT Leadership on 15 March 2022.		Complete	15/03/2022
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	The Department is participating and contributing to the Department of Premier and Cabinet's common corporate platform project and will review systems to ensure the accuracy of data being submitted for whole of government reporting.	31/01/2022	Yes		The Department has been, and will continue to be, an active participant and contributor to the CCP project and has implemented the Oracle Cloud Solution in August 2021. DoT has also consolidated several finance policies from the former transport entities.		Complete	31/01/2022
Department of Transport	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	Specific codes and processes are being established to support the reporting and monitoring of the budgets and expenditure for COVID-19 initiatives.	31/01/2022	Yes		DoT has established specific codes and processes to support the reporting and monitoring of the budgets and expenditure for COVID-19 initiatives, both internally and to the Department of Treasury and Finance.		Complete	31/01/2022
Department of Transport	Managing the Level Crossing Removal Program	2017-18	14/12/2017	6	Monitor the effectiveness of Public Transport Victoria's controls to improve its network integrity function	Yes	Transport for Victoria and Public Transport Victoria have completed a review and implemented a revised Network Assurance Governance Framework for the network integrity function.	14/12/2017	Yes		The Network Integrity Assurance Management Procedure V6.0 has been updated and endorsed on 23 June 2021. This procedure sets out the process for carrying out Network Integrity Assurance activities associated with the planning, development, and delivery of Significant and Non-Significant Projects which impact the Public Transport Network.		Complete	23/06/2021
Department of Transport	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	The Department will await updated Resource Management Framework guidance from the Department of Treasury on how to align output measures and objective indicators to a service logic model before undertaking this review in the context of finalising its Departmental Performance Statement for the 2023-24 Budget. The Department will seek approvals from Ministers for any proposed changes.	1/09/2023	Yes		The Department is awaiting guidance from the Department of Treasury and Finance who is leading this process from a whole-of-Government perspective.	31/03/2023	In progress	

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Department of Transport	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: · developing baseline data for objective indicators (see Section 2.2) · clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) · redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) · ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) · setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	The Department will await guidance from Department of Treasury and Finance (DTF) on standards for objectives and objective indicators before developing baseline data for objective indicators in the context of finalising its Departmental Performance statement for the 2023-24 budget.	1/09/2023	Yes		The Department is awaiting guidance from the Department of Treasury and Finance on proposed changes submitted as part of the budget process.	31/03/2023	In progress	
Department of Transport	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	Yes	The Department will introduce service efficiency measures, to complement quality, quantity, timeliness and cost measures. where the service or activity being delivered lends itself to efficiency measurement and relevant data is available. The Department will await guidance from DTF on the use of unit costing and efficiency measures before undertaking a review of potential efficiency measures in the context of finalising its Departmental Performance Statement for the 2023-34 budget. The Department will seek approvals from Ministers for any proposed changes.	1/09/2023	Yes		The Department is awaiting guidance from the Department of Treasury and Finance.	31/03/2023	In progress	
Department of Transport	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	The Department will continue ensure that footnotes are provided for all performance results that vary from their target by more than 5 per cent, including output costs, in context of finalising the Departmental Performance Statement for the 2022-23 Budget.	1/09/2022	Yes		Footnotes are being prepared in the finalisation of the 2022-23 Departmental Performance Statement. DTF and Ministerial advice will be sought as part of this process.	31/05/2022	In progress	

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Department of Transport	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	ensure they have complete data dictionaries that include up-to-date information on: -detailed business rules for every output performance measure and objective indicator -activities that are specifically included or excluded in reporting performance results -the data source and how the result is calculated -the process for validating or assuring the quality of the raw data and/or the calculated result -how each measure's target is set (see Section 4.1)	Yes	The Department already has a data dictionary for all DoT performance measures published in Budget Paper 3 and has established processes for updating information. The data dictionary and processes are reviewed on an annual basis. The Department will conduct its next annual review and update of the Departmental Performance statement data dictionary in the context of finalising the Departmental Perfonnance Statement for the 2022-23 budget.	1/09/2022	Yes		The data dictionary is being updated in the context of finalising the Departmental Performance Statement for the 2022-23 budget.	31/05/2022	In progress	
Department of Transport	Melbourne metro tunnel project - Phase 1 Early works	2018-19	6/06/2019	3	Review and revise the original assumptions contained in the Melbourne Metro Tunnel Project business case, considering the impacts of new rail system projects, an d republish the refreshed assu mptions in an updated project benefits management plan (se e Section 2.4)	Yes	DoT will work with DTF and DPC on an updated benefits management plan that outlines the impact of subsequent investments on the original assumed benefits.	31/05/2020	Yes		Work is progressing within DoT to reassess the Benefit Management Plan in the MTP Business Case. DoT has allocated additional resources in managing the revision of the Benefit Management Plan in consideration of the Service Plan, Melbourne Airport Rail, changes in funded infrastructure and possible changes in passenger demand.	30/09/2022	In progress	
Department of Transport	Melbourne metro tunnel project - Phase 1 Early works	2018-19	6/06/2019	9	Analyse and explicitly determin e passenger load trigger points for the introduction of 10-car High Capacity Metropolitan Trains in the Melbourne Metr o Tunnel and allow sufficient ti meframes for consequential ac tivities such as any necessary rail network upgrade projects a nd platform extensions (see S ection 3.4)	Yes	DoT will undertake analysis to explicitly determine the trigger points for the introduction of 10-car High Capacity Metropolitan Trains	30/12/2019	Yes		DoT has completed an analysis of trigger points to the introduction of 10-car HCMT.		Complete	24/02/2022

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Department of Transport	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	4	That VicRoads address the gaps in their asset management practices against Victoria's Asset Management Accountability Framework requirements and guidance and strategically target their asset funding, including, where relevant: · identifying all the assets they are responsible for; · using information on asset risks from coastal inundation and erosion hazards to help target their asset management priorities and funding decisions, in conjunction with other defined prioritisation criteria	In part	VicRoads is at various stages of implementing the following, which will form the active response to this recommendation: · Asset Transformation Project - VicRoads is reforming its asset management practices, enabling VicRoads to not only comply with the Department of Treasury and Finance (DTF)'s Asset Management Accountability Framework, but to also work towards a mature asset management approach aligned with 1SO55001. · Asset Transformation Project - VicRoads has asset inventory information for built and major assets, the requirements for which are being revised based on an assessment of the criticality, to identify the level of information required to sufficiently manage assets. · Asset Strategic Framework - VicRoads is developing strategic frameworks for each major asset class, which includes resilience criteria enabling consideration of climate change adaptation risks and requirements, emergency management and incident recovery, environmental impact and response to other disruptions. This strategic framework will facilitate improved investment decisions and prioritise available funding.	30/06/2021	Yes		DoT has uplifted its asset management practices in accordance with Asset Management Accountability Framework and annually attests to compliance with the framework. The annual attestation shows an increasing maturity in the department assets management practices. The risk framework for assessing the risk that coastal inundation and erosion hazards pose to coastal assets, which will be developed as part of the Asset Management Strategy, will allow DoT to target its asset management priorities and funding decisions with regard to coastal assets.	30/06/2022	In progress	
Department of Transport	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	5	That VicRoads assess the risks that coastal inundation and erosion hazards pose to coastal assets, using robust risk assessment practices that consistently apply AS/NZS ISO 31000:2009, including: · documenting the considerations, assessments, analysis and decisions that their assessments involve; · using available information to regularly review risks and monitor changes in risk ratings over time; · introducing triggers and monitoring information into their asset management and/or climate change activities as appropriate, to identify when to implement adaptation measures or revise their risk treatment approaches	In part	As acknowledged through out the report that VicRoads has already used risk assessment practices to prioritise our investment in major works and at state-wide level. This include various documentation, which has been developed to address climate changes including coastal inundation: - A Climate Change Risk Assessment was developed in 2015 to summarise the risk of climate change to the VicRoads road network and identify the risks to different asset types. - The Sustainability and Climate Change Strategy 201S-2020 describes the principles adopted to manage the significant and important risks. This will continue to be reviewed and updated periodically. - Geotechnical Risk Assessment Program, which is adapting to include changes in coastal erosion risk. VicRoads will further incorporate climate change into Its asset management practices, predominantly within the Asset Strategic Framework, and look to assess, review and monitor climate related risks including coastal erosion and inundation, based on the findings of VicRoads Climate Change Risk Assessment document, which has been developed in-line with the principles of AS/NZS ISO 31000.	30/06/2021	Yes		The project working group is developing the Land Under the Road Service Framework (90% Complete) The project is also devising a Technical Note to address the Risk of Coastal Erosion for the Land Under the Road Asset base. The existing asset database (Lotus Note) will house the Land Data under the Road	30/06/2022	In progress	

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Department of Transport	Safety on Victoria's Roads - Regional Road Barriers	2019-20	18/06/2020	2	Uses statistically robust methods that account for statistical variation in crash data to select future roads for treatment (see Section 2.2)	Yes	The Department when using crash data, will use statistically robust methods that account for statistical in that data to select types or roads for treatment. under future road safety strategies. The methodology and its potential limitations will be clearly documented. The Department and TAC will review methodology for selecting roads for treatment under the Safer Roads Program.	31/12/2020	Yes		An external consultant was engaged to review the methodology for selecting roads under the Safer Roads Program to address VAGO's recommendation. Processes to select roads has been updated, which includes advising decision makers of the criteria used for prioritising roads.		Complete	25/02/2022
Department of Transport	Safety on Victoria's Roads - Regional Road Barriers	2019-20	18/06/2020	3	Develops crash reduction factors that are supported by multiple peer-reviewed evidence sources, and clearly indicates these in its project approval documentation. If multiple peer-reviewed evidence sources are not available, then the Department of Transport (VicRoads) should clearly indicate this in its project documentation and state a conservative estimate (see Section 2.2)	Yes	When using crash reduction factors, the Department will determine these from robust evidence sources most relevant to the program, with priority given to multiple peer-reviewed evidence sources where available. The Department will clearly document what crash reduction factors have been used and how they were derived. If peer-reviewed sources are not available this will be clearly stated. The methodology and its potential limitations will be clearly documented. The Department and TAC will update project documentation for further major investments under the Safer Roads Program to outline the source of crash reduction factors.	31/12/2020	Yes		The Priority Crash Reduction Factors (PCRF) document have been reviewed and updated. The PCRF contains the details of CRFs and the methodology used to review and update the CRFs. Using the PCRF, peer reviewed CRF values are selected if available, otherwise CRFs will be discounted to ensure a conservative value is used.		Complete	25/02/2022
Department of Transport	Safety on Victoria's Roads - Regional Road Barriers	2019-20	18/06/2020	6	Ensures that its asset management systems include key information about flexible barriers, including their location, installation date, state of repair and maintenance schedule (see Section 3.3)	Yes	The Department will complete a project to develop a pilot system that aims to identify safety barrier asset management system, the Department will ensure that all new safety barriers are accurately recorded in this system. The Department will update its asset management systems to incorporate the June 2021 location of safety barrier, state of repair and maintenance schedule.	30/06/2021	Yes		The Department has collected information on the location of safety barriers and has developed a database to track and store this information. In preparing to launch this tool for use it has been identified that further system development is required.	28/02/2023	In progress	
Department of Transport	Safety on Victoria's Roads - Regional Road Barriers	2019-20	18/06/2020	7	Develops standards for maintaining flexible barriers that detail how they should be conducted and how often (see Section 3.3)	Yes	The Department has standards for the maintenance of safety barrier. These are defined in Maintenance Standard Section 750 and maintenance guides. These Standards will be updated to include clearer specific safety barrier maintenance standards.	30/03/2021	Yes		The Standard for Safety Barriers has been updated to address VAGO's recommendations.		Complete	25/02/2022
Department of Transport	Safety on Victoria's Roads - Regional Road Barriers	2019-20	18/06/2020	8	Introduces timeliness standards for repairing flexible barriers (see Section 3.3).	Yes	The Department will continue to make the repair of safety barriers a priority and has already reduced average repair times from 94 days in 2019 to 30 days in 2019. The Department will update its maintenance standards to include clearer response time for the rectification of damaged safety barrier.	30/03/2021	Yes		The Department has updated its maintenance standards to include clearer response time for the rectification of damaged safety barriers. The timeliness of the updated responses is based on reasonable resource availability, current practices and practicality.		Complete	25/02/2022

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Department of Transport	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	3	Develop a targeted campaign to encourage complaints of inappropriate behaviour, including sexual harassment, and increase staff confidence in the complaints system. This should include allowing staff to report complaints anonymously, and targeted campaigns for high-risk groups (see Section 3.2)	Yes	DoT will develop a targeted campaign to encourage complaints of inappropriate behaviour. This includes: Ensuring that an annual email from the Secretary is communicated to all departmental staff, supported by Team Talk and Fact Sheet with links to policy and intranet information; Rolling out HR Business Partner training to ensure specialist knowledge of process and to support managers; Updating the Departmental Policy on the intranet (completed); and Building intranet content repository for policy, toolkits, frequently asked questions, complaints process and key contacts.	29/02/2020	Yes		A sexual harassment policy has been updated and is made available to all DoT employees on the intranet along with toolkits, frequently asked questions and key contacts. This has been communicated to all staff via an all-staff e-mail from the Secretary. Sexual harassment has also been incorporated into mandatory training for all DoT employees to provide awareness of the policy.		Complete	14/12/2021
Department of Transport	V/Line Passenger Services	2017-18	9/08/2017	7	That DEDJTR work collaboratively with Public Transport Victoria and V/Line to: · better understand the impact of the shared metropolitan and regional network on V/Line's punctuality; · develop evidence-based train-loading standards to determine the level of overcrowding on passenger trains; · develop a more robust indicator of service demand by measuring the average passenger travel distances	Yes	DEDJTR has improved oversight of the metropolitan and regional network, by establishing a Network Operations Working Group to collaborate and better understand the issues and impacts associated with punctuality. This working group includes members from DEDJTR, V/Line, PTV and Metro Trains Melbourne. DEDJTR has developed evidence based train loading standards to determine the level of overcrowding on passenger trains. These load standards, which apply to current metropolitan rolling stock, consider the number of seats available per train together with a maximum standing passenger density of 4 persons per square metre. This number accounts for uneven standing densities on particular trains, and within and between train carriages in a given time period. The evidence based train loading standards approach will be developed for regional trains over the next 24 months. DEDJTR recognises there is a data gap regarding information on average passenger travel distances. DEDJTR will investigate options to address this data gap, including through the use of myki data, over the next 12 - 24 months.	1/07/2019	Yes		Regarding impact of shared network operations: V/line, MTM, and DoT representatives attend a monthly forum where issues regarding the interface of the V/Line's operation within the metropolitan boundary is discussed and actions allocated to resolve issues. There is also a mechanism that informs the active monitoring and response to delay attribution within the metropolitan boundaries and the impact on V/Line's performance. These issues are tracked, reported and discussed at V/Lines Network Development partnership meeting with DoT which occurs month. Regarding indicator of service demand and loading: DoT has developed measures of average travel distances for passengers on regional trains making use of the Train Service Usage Model 2.0, which has been peer reviewed and is used in transport planning and in responding to requests about train service patronage and crowding. With respect to average regional passenger distances, the analysis shows: - Variation by day of the week, particularly longer trips on the weekend (or relatively less shorter trips). - Reduction in average trip distance during 2021. - Significant variation by line, particularly reflecting the 'quasi-metropolitan' role of the South Western (Geelong) and Western (Ballarat) lines. This data has been developed and shared within the Analysis & Modelling Branch. It will be shared with Rail Planning and other stakeholders through key publications in future, potentially including DoT's Quarterly Patronage Report.		Complete	31/12/2021

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Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	2020-21	24/11/2020	1	DTF updates the resource management framework to a) acknowledge that Treasurer's Advance approvals can initiate from multiple funding request pathways b) clairfy what mandatory information is required with each funding request pathway c) clarify the meaning of urgent and unforseen in relation to requests for Treasurer's Advance funding.	Yes	The recommendation is agreed.	Not specified	Yes		Work is underway with DTF stakeholders involved with the Treasurer's Advance to identify the usage of the Treasurer's Advance and assess mandatory information that has been required in accessing these funds.	Not specified	In progress	
Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	2020-21	24/11/2020	2	Assess whether all funding requests to be met with the Treasurer's Advance meet the mandatory requirements in the Resource Management Framework	Yes	The recommendation is agreed.	Not specified	Yes		DTF will endeavour to assess all funding requests to be met with the Treasurer's Advance in line with the mandatory requirements in the Resource Management Framework where reasonably possible.	Not specified	In progress	
Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	2020-21	24/11/2020	3	Discloses both the final in principle approval and drawn down values of Treasurer's Advances in the state annual financial report	No	DTF understand that the purpose of this recommendation is to publicly report that the Treasurer's in-principal approval of TAs does not exceed available authority. DTF notes that year-end TA approval processes are designed to ensure that total TA authortised for use is within the amount appropriated by Parliament. As such, DTF (in its advice to the Treasurer) would not recommend an amount which is higher than the legislative authority. DTF notes that the nature and purpose of the statutory TA disclosures in the State's annual financial report is to demonstrate compliance with legislation. In this context, it is the final drawdown of the TA that is the reelvant disclosure, rather than the final in-principle approval provided as part of the year-end processes. the proposed disclosure adds no substantive value in accountability against the application of legislative authority.	Not specified	No	DTF understand that the purpose of this recommendation is to publicly report that the Treasurer's in-principal approval of TAs does not exceed available authority. DTF notes that year-end TA approval processes are designed to ensure that total TA authorised for use is within the amount appropriated by Parliament. As such, DTF (in its advice to the Treasurer) would not recommend an amount which is higher than the legislative authority. DTF notes that the nature and purpose of the statutory TA disclosures in the State's annual financial report is to demonstrate compliance with legislation. In this context, it is the final drawdown of the TA that is the relevant disclosure, rather than the final in-principle approval provided as part of the year-end processes. the proposed disclosure adds no substantive value in accountability against the application of legislative authority.			Discontinued	
Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	2020-21	24/11/2020	4	Updates the Model Financial Report for Victorian Government Departments to require departments to separately disclose their actual expenditure against each approval Treasurer's Advance in their audited annual financial report.	Yes	The recommendation is agreed.	Not specified	Yes		Will be implemented at the next scheduled update to the Model Financial Report	30/03/2023	In progress	

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Department of Treasury and Finance	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	10	Identify measures of success for the Asset Management Accountability Framework and, after the 2020–21 attestation, using these to evaluate the framework's effectiveness across the public sector, including the use of compliance and maturity assessments (see Section 4.2)	Yes	Following the publication of AMAF maturity assessments in 2020-21, DTF plans to conduct an evaluation of the effectiveness of the policy at improving asset management practices and accountability. This will consider the extent to which compliance reporting and the publication of maturity assessments Is contributing positively to this objective. DTF does not intend to regularly assess the reliability or accuracy of compliance reporting or maturity models as this is the accountability of agencies under the devolved accountability model.	31/12/2021	Yes		The action will be completed following the reporting of maturity assessments in annual reports.	1/06/2022	In progress	
Department of Treasury and Finance	Compliance with the Asset Management Accountability Framework	2018-19	23/05/2019	11	Evaluate the effectiveness of the standing directions in improving financial management practices and compliance, and ensure the whole-of-government information it collates on compliance with the standing directions for reporting to the Assistant Treasurer on Asset Management Accountability Framework compliance risks and improvement needs is comparable across agencies and provides the value intended (see Section 4.3)	Yes	Achieving full compliance across all agencies is an ongoing task. DTF will review the AMAF and the standing directions when agencies achieve an appropriate standard of maturity. DTF will evaluate the effectiveness of the AMAF after 2020-21 and the standing directions by June 2022. DTF seeks consistency in reporting through mandatory requirements and supporting guidance and templates. DTF will incorporate better practice examples in documents supporting attestation and compliance reporting requirements.	20/06/2022	Yes		DTF has published the Guidance Note, available on the DTF website, together with a Compliance tool to assist in preparing the maturity assessments with a consistent scale. This builds from best practice including from Department of Transport, and now replaces the VLine example. DTF will review the AMAF and the standing directions when agencies achieve an appropriate standard of maturity. DTF will evaluate the effectiveness of the AMAF after 2020-21 and the standing directions by June 2022.	1/06/2022	In progress	
Department of Treasury and Finance	Implementing a New Infringements Management System	2020-21	5/05/2021	4	takes an active role in following up if agencies are addressing red-rated risks identified in gateway reviews and seeks assurance from agencies that they are briefing the relevant ministers on these issues	Yes	DTF will update the Project Assurance Plan template and Gateway Review guidance to clearly specify that the tracking of red-rated recommendation actions, including the status of relevant Ministerial briefings, is to be underuiken as part of project governance arrangements DTF will continue to report to the Treasurer on red-rated actions and Recommendation Action Plans in support of the Treasurer's role In approval processes under the HVHR framework	1/07/2021	Yes		DTF has prepared updates to the Recommendation Action Plan template. Updates to Gateway guidance documents are being progressed. Implementation is scheduled for 1 July 2022.	1/07/2022	In progress	
Department of Treasury and Finance	Implementing a New Infringements Management System	2020-21	5/05/2021	5	updates its gateway review guidance to require senior responsible officers to send full reports to project steering committee	Yes	DTF will update the Gateway Review guidance to require that senior responsible officers provide gateway review reports to the project steering committee (or equivalents).	1/07/2021	Yes		DTF has sought advice on appropriate amendments to conflict of interest declarations for Steering Committees and Gateway review team members to reflect the broader distribution of Gateway review reports. Communications plan for reviewers and State Revenue Office and updates to Gateway guidance documents are being progressed and changes are scheduled to commence from 1 July 2022.	1/07/2022	In progress	
Department of Treasury and Finance	Implementing a New Infringements Management System	2020-21	5/05/2021	6	monitors the progress of high value high risk projects to intervene if requests for gateway reviews are not initiated by agencies in a timely way	Yes	As part of participating in project governance arrangement, DTF will highlight to agencies that Project Assurance Plans capture the key gateway review milestones, including organising reviews in a timely way taking into account the readiness of agencies.	1/07/2021	Yes		Complete. DTF continues to monitor high value high risk projects through project governance arrangements, working with departments on appropriate timing for reviews which reflect agency readiness, project lifecycle assurance stages and Project Assurance Plans.	1/07/2021	Complete	1/07/2021

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Department of Treasury and Finance	Implementing a New Infringements Management System	2020-21	5/05/2021	7	develops and documents a transparent rating matrix for risks identified through gateway reviews	Yes	DTF will update the Gateway Review guidance and Victorian Gateway workbooks for reviewers with additional information on risk ratings. DTF considers that risk management is an inherent feature of projects, and risks identified through gateway review processes do not substitute the need for strong risk management processes within a project.	1/07/2021	Yes		Communications plan for reviewers and SRO and updates to Gateway guidance documents are being progressed and changes are scheduled to commence from 1 July 2022.	1/07/2022	In progress	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	1	including the Office of Projects Victoria, to the extent possible, collect and collate comprehensive, accurate, quantitative information, research and analysis to annually estimate and monitor the size and timing of resource shortages and risks across the government pipeline (see sections 2.1, 2.2, 2.3, 2.4 and 2.5)	Yes	Joint advice on skills and market capacity based on the available modelling to be provided to Government. Advice to include assessment of both public sector workforce and industry capacity to respond to the infruastrcture pipeline. Timing of advice to be available in advance of the annual budget deliberations. Action linked to Recommendation 7.	30/04/2022	Yes		OPV is providing advice to the Treasurer on both public sector workforce and industry capacity to respond to the infrastructure pipeline as part of the 2022-23 budget process.	30/04/2022	In progress	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	4	including the Office of Projects Victoria, revises its major projects industry workforce demand modelling to enable it to: differentiate between absolute and relative workforce shortages account for cumulative workforce demand across the government pipeline (see Section 2.6)	In part	The industry workforce demand model estimates labour demand. The output of the industry workforce demand model, along with model estimates for Victoria's supply of labour (DJPR and DET) will be used to estimate relative workforce shortages, informing government policies and incentives for the existing labour pool, and education and migration strategies. Cumulative workforce demand for major projects is being address in the next model upgrade.	31/12/2021	Yes		This work is well progressed. The Estimating Employment Impacts Model (EEIM) - industry workforce demand model, can now estimate cumulative workforce demand across the government pipeline, following enhancements made to the model in 2021. OPV plans to provide advice to Government by 30/03/2022. This advice will build on analysis completed by Infrastructure Australia regarding Market Capacity.	30/09/2022	In progress	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	5	including the Office of Projects Victoria, works with the Department of Jobs, Precincts and Regions and the Department of Education and Training to ensure its revised major projects workforce demand model integrates with their state macro-economic and industry workforce models to identify potential skills shortages across the government pipeline (see Section 2.6)	Yes	The next major projects workforce demand model upgrade will include options for user variations to reflect variations in the market information (e.g. escalation) over the life of an infrastructure project. The output of the demand model can be integrated with other supply and economy data in a business intelligence tool to identify shortages across the government pipeline.	31/12/2021	Yes		In the latest version of the EEIM, users can vary assumptions regarding labour productivity, the price of construction materials and the wage price. This allows the tool to be aligned with the assumptions in other Victorian Government modelling.	31/12/2021	Complete	28/02/2022

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Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	7	use aggregated information on Victoria's ability to deliver the government pipeline to inform their decisions and advice to the government on the state Budget and infrastructure investments, including: the size and timing of shortages and risks across resources needed to deliver the government pipeline, the extent that shortages and risks are being addressed by existing mitigation actions that the government and industry deliver how the proposed timing of new or rescheduled major projects aligns with the forecast availability of resources across the pipeline priorities for any further government actions needed to secure the resources required for the pipeline's delivery (see sections 2.1, 3.1, 3.3 and 3.4)	Yes	Work with relevant agencies so that all demand, supply and economic information is analysed and joint advice on skills and market capacity based on the available modelling is provided to Government. Action linked to Recommendation 1.	30/04/2022	Yes		OPV are preparing advice on size and timing of labour shortages and risks across occupations needed to deliver the government pipeline, including the extent that shortages and risks are being addressed by existing mitigation actions that the government and industry deliver. The Skills and Labour Coordination Group (SLCG) replaces the Skills for Major Projects IDC. The SLCG are reviewing the analysis undertaken by Departments and the Victorian Skills Authority to understand workforce issues in priority sectors. OPV will use the Interdepartmental Committee (IDC) to build the case for change specific to skill shortages modelled via EEIM.	30/09/2022	In progress	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	8	make the aggregated information on resource shortages and risks available to departments and delivery agencies to inform their decisions and advice to the government about major infrastructure investments and actions needed to build and support resources (see sections 2.1 and 3.4)	Yes	Joint advice consolidating assessment and analysis from modelling to be made available by OPV to departments and delivery agencies as part of addressing Recommendations 1, 5 and 7	30/04/2022	Yes		OPV are preparing advice on the size and timing of labour shortages and risks across occupations needed to deliver the government pipeline. It is anticipated this advice will be available to other agencies by 30/04/2022. The EEIM is now available for agencies to model the demand for projects to inform business cases and other advice.	30/04/2022	In progress	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	9	engage regularly with the construction and associated industries about the resources needed to deliver the government pipeline by: working with the Department of Transport, including the Major Transport Infrastructure Authority, to complete the planned industry engagement strategy and make it publicly available introducing a formal and at least annual engagement that is specific to Victoria's pipeline between the industry and relevant departments and delivery agencies (see Section 3.4)	Yes	Update construction industry on reforms through a co-ordinated approach between DTF, OPV, DoT and MTIA. OPV to facilitate annual industry engagement to promote future pipeline and consult industry on future demand pressures.	31/12/2021	Yes		This work is well advanced, noting it is also has a number of ongoing components. Current progress as follows: - Engagement with industry (MBV, Ai Group, steel & extractives associations). - Sourced data on supply and demand, and established agreement with IA for data sharing. - Engagement with other government agencies.	30/06/2022	In progress	

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Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	11	coordinate, deliver and complete their strategies, actions and the committee work they lead by: documenting implementation plans that include tasks, responsibilities, budgets and timeline; setting objectives, measures, indicators and targets for what their strategies and actions aim to achieve; monitoring, reviewing and overseeing their progress and impact (see sections 3.3, 3.5 and 3.6).	Yes	DTF will report back to government on the Skills for Major Projects IDC. DTF to update the Infrastructure Reform strategy, incorporating recent reiews. OPVs Major Infrastructure Capability and Capacity Strategy to be replaced by the Major Infrastructure People and Sytems Strategy, incorporating successful initiatives (e.g. recent modelling initiatives upgrades), and to include emerging systemic reofrm opportunities.	31/12/2021	Yes		DTF have reported back to Government on the Skills for Major Projects IDC. The Skills and Labour Coordination Group (SLCG) replaces the Skills for Major Projects IDC. The SLCG are reviewing the analysis undertaken by Departments and the Victorian Skills Authority to understand workforce issues in priority sectors. OPV are a member of this committe and are collaborating with other agencies to provide advice to the Government on skills shortages and solutions to labour shortages.	30/06/2022	In progress	
Department of Treasury and Finance	Major Projects Performance	2020-21	22/09/2021	1	Develop and maintain a public-facing major projects performance dashboard that: -has at least the same data fields and update frequency as the Victorian Government IT dashboard -shows scope, cost and time variance analysis against previously reported results -identifies applicable project delivery entities in addition to the agencies identified in the budget papers (see Section 1.4)	In part	DTF/OPV will produce a public facing on-line dashboard on major capital projects on an annual basis to be published at the same time as the State Budget. DTF/OPV will collate and coordinate data to improve accessibility and useability of capital project information noting the data set will intitially be a reduced number of data fields.	30/05/2022	Yes		Well progressed with target date to publish associated with the 2022-23 Budget in May 2022. A prototype dashboard developed by OPV. Data set to be provided through the Infrasturcture and Policy Assurance group consistent with Budget Paper 4 information.	1/05/2022	In progress	
Department of Treasury and Finance	Major Projects Performance	2020-21	22/09/2021	2	Support implementation of recommendation 1, amend applicable guidance, including the Resource Management Framework (RMF), to collect a more comprehensive dataset from all entities that gives a more holistic view of project performance (see Section 1.3)	Yes	DTF/OPV will update relevant DTF guidelines to enable data collection to facilitate production of a major capital projects dashboard, while minimising the additional reporting burden on departments and agencies.	31/12/2021	Yes		DTF issued guidance in March 2022 to advise departments of new BP4 dashboard requirements. 2022-23 Budget Paper No.4 Information request & guidance. Well progressed with updated draft of Resource Management Framework referencing the assurance for HVHR staged contingency released approach. Draft RMF circulated to departments for comment in March and to be finalised by June and come into effect as at 1 July 2022.	1/03/2022	Complete	4/03/2022
Department of Treasury and Finance	Major Projects Performance	2020-21	22/09/2021	3	Develop a repository of lessons learnt from major capital projects, including analyses of key themes from Gateway reviews, benefits realisation studies and Project Assurance Reviews, and make this resource available to project teams across the public sector (See What we found and recommend, and Section 1.2)	Yes	OPV will improve knowledge management processes to facilitate sharing of insights and common themes to inform current delivery challenges and future project development. Work is currently underway and OPV has shared with VAGO the full lesssons learnt project plan. The Construction Leadership Group is a forum at which lessons learned are currently exchanged amongst delivery agencies.	30/06/2022	Yes		Partially complete with ongoing Construction Leadership Group meetings including lessons learned items for cross departmental information. In progress is the new database to collate and analyse assurance outcomes. Work is underway on product design with a target date of August 2022 (noting this is still subject to tender confirmation).	1/08/2022	In progress	

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Department of Treasury and Finance	Major Projects Performance	2020-21	22/09/2021	5	Improve data quality and their capacity to analyse capital project trends by: -defining and implementing data quality assurance practices so entities align data formats and streamline data input processes to achieve more consistent reporting -improving data integrity and updating the State Resource Information Management System's asset module to report historical project data for easier trend and comparative analysis of projects over multiple quarters (see What we found and recommend, and Sections 1.3 and 1.4).	Yes	DTF/OPV will update relevant DTF guidelines to enable data collection to facilitate a more consistent and streamlined approach to data collection and analysis. Improvements will be implemented in stages over time. DTF will examine possible update options to allow State Resource Information Management System to report on historical data over multiple quarters.	Not specified	Yes		In the area of improving data quality and analytical capability in the delivery of capital projects, DTF had sent out a request to SRIMS developer for new capabilities in accessing historical asset module data and enable trend and comparative analysis of time (December 2021). A response was received in late February with a Statement of Works describing how this can be achieved.	1/07/2022	In progress	
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	1	review and amend their procurement policies to ensure they: require the chief procurement officer or responsible officer to formally activate and close off the critical incident procurement process	Yes	DTF will review and amend policies as recommended by VAGO and publish advice and practical guidance for staff	31/12/2021	Yes		Since the report was tabled, DTF's policies as displayed on its intranet have been updated to clarify that the Chief Procurement Officer or responsible officer must activate and close off the critical incident procurement process - http://treasurynet.dtf.vic.gov.au/Business-support/Procurement/Modified-procurement-processes	1/12/2021	Complete	1/12/2021
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	2	review their critical incident procurement forms to ensure they clearly document: the reasons for using a critical incident procurement process how they considered value for money reasons for using a single quote that staff have considered any relevant state purchase contract that staff completed a conflict of interest declaration the relevant financial approvals (see Section 2.3)	Yes	DTF will review its procurement forms to ensure that critical incidents clearly document information recommended by VAGO	31/12/2021	Yes		A review of DTF's critical incident procurement form has taken place and ensured that all relevant inclusions have been made - Critical Incident Procurement (CIP) - D21/252099	1/12/2021	Complete	1/12/2021
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	3	regularly review and update their centralised procurement registers to ensure they are as accurate and as up-to-date as possible (see Section 2.3)	Yes	DTF will continue its current practice of maintaining its centralised procurement register to ensure that it is as accurate and up to date as possible.	27/10/2021	Yes		No additional action is required for the recommendation as the Department of Treaury and Finance (DTF) has an established practice of maintaining a register of all procurements approved centrally.	1/12/2021	Complete	1/12/2021

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Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	4	Victorian Government Purchasing Board revises its Market approach: goods and services policy to include further guidance on: when and how departments should activate their critical incident procurement policies how the policy should be applied when departments are procuring professional services (see Section 2.1)	Yes	The VGPB will revise the policy guidance as recommended.	30/06/2022	Yes		4.2 - Partially agreed - VPSC is the owner of the Administrative Guidelines on Engaging Professional Services. VGPB will ensure that the policy is clear that depts must abide by the VPSC Guidelines. The VPSC Guidelines contain provisions for procurement in critical incidents consistent with the VGPB policies. Consultation with Chief Procurement Officers (CPOs) of Departments, and policy managers at Victorian Public Sector Commission (VPSC) (and Local Jobs First). Revised Victorian Government Purchasing Board (VGPB) policy and Guidelines in preparation for consultation and approval.	30/06/2022	In progress	
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	7	sets up a state purchase contract for personal protective equipment to implement the recommendation from the Whole of Victorian Government Personal Protective Equipment Review (see Section 2.5)	Yes	DTF has developed a business case for a State Purchase Contract panel arrangement following extensive stakeholder consultation.	30/06/2022	Yes		Business case approved and Request for Tender (RFT) to be released around 10/3/22. Considerable stakeholder engagement was undertaken and decisions on SPC strategy delayed timing on establishment of SPC.	30/09/2022	In progress	
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	13	publicly reports on the costs directly attributable to the COVID-19 pandemic for 2021–22 and for any future years that may apply (see Section 4.1)	Yes	DTF will publicly report on costs directly attributable to the COVID-19 pandemic for 2021-22. DTF will review the relevance of reporting for future years at public health conditions evolve and service delivery returns to business-as-usual settings.	31/12/2022	Yes		Data for 2021-22 is being collected from departments. COVID-19 costs for 2021-22 will be reported in the Annual Financial Report.	31/12/2022	In progress	
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	14	reviews its process for collecting data on whole-of-government COVID-19 costs and identify ways to ensure that spending for any future significant events is accurately reported to the public in a timely way (Section 4.1)	Yes	DTF will continue to review its processes for collecting data on whole-of-government COVID-19 costs, noting these processes may be refined as public health conditions evolve, and the nature of associated public expenditure changes. DTF will continue to work closely with departments on delivery of high priority expenditure, including appropriate reporting arrangements for future significant events as they arise.	Not specified	Yes		DTF is continuing to collect data from departments on COVID-19 costs on a six monthly basis.	Not specified	In progress	
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	15	review ways to align financial systems, policies and business practices that improve consistency, accessibility and accuracy of whole-of-government data, such as the Department of Premier and Cabinet's common corporate platforms project (see Section 4.1)	Yes	DTF is a member of the WoVG Common Corporate Platforms (CCP) Governance Board - with representatives covering the HCM, Finance and Procurement platforms. A strategy and roadmap has been aligned which proposes the development of common processes and design of a common platform by Quarter 1 2022-23 (Horizon 1 design phase for WoVG). Note that the current Road map suggests DTF could be part of Wave 2 implementation commencing Quarter 1 2023-24 subject to successful delivery of Horizon 1.	30/06/2022	Yes		Since the report was tabled, DTF has provided a strong contribution to the Common Corporate Platforms programme including: *performing the role of procurement system owner *participating in the Governance Board *participating in all workshops *ensuring that the CPO Forum, chaired by DTF, regularly reviews and supports the programme.	1/03/2021	Complete	1/03/2021
Department of Treasury and Finance	Management of spending in response to COVID-19	2021-22	27/10/2021	16	regularly report and monitor their budgets and expenditure for COVID-19 initiatives (see Section 4.2).	Yes	DTF will review the existing finance reports which are presented to the DTF board and include a regular update on spend and associated budget in relation to COVID-19 initiatives.	31/03/2021	Yes		DTF provides updates on COVID-19 related costs to the DTF Board and relevant details as part of COVID-19 6-monthly reporting requirements.	Not specified	In progress	

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Department of Treasury and Finance	Managing Surplus Government Land	2017-18	8/03/2018	2	In coordination with relevant stakeholders, explore more effective mechanisms to expedite native title consents to enable the timely sale of Crown land	Yes	DTF will continue to work with the Department of Justice and Regulation to identify potential mechanisms to expedite native title consents	8/03/2018	Yes		Department of Justice and Community Services continues to progress options under the guidance of Executive Policy Owners Forum and in consultation with traditional owner representatives.	1/01/2023	In progress	
Department of Treasury and Finance	Managing Surplus Government Land	2017-18	8/03/2018	3	Review and update the government's land management policies in light of the introduction of Land Use Victoria's new policy to ensure consistency in how the agencies understand public value in relation to their landholdings	Yes	DTF will work collaboratively with the Department of Environment, Land, Water and Planning to review the government's Landholding Policy and Guidelines and Land Use Policy and Guidelines, and propose any modifications necessary to ensure the two policies are complimentary.	31/12/2019	Yes		Further potential changes to the Landholding Policy are being considered prior to finalisation. A final revision is expected to be completed by August 2022.	15/09/2022	In progress	
Department of Treasury and Finance	Managing Surplus Government Land	2017-18	8/03/2018	4	Introduce a wider range of land utilisation categories to the Victorian Government Landholding Policy and Guidelines and develop guidance to support agencies to accurately and consistently categorise their landholdings	Yes	DTF will work with the Department of Environment, Land, Water and Planning to review the 6 current land utilisation categories within the Landholding Policy and Guidelines and provide any recommendations on potential improvements to the Minister of Finance.	31/12/2019	Yes		This is being addressed in conjunction with recommendation 3 (above).	15/09/2022	In progress	

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Department of Treasury and Finance	Managing Victoria's Public Housing	2016-17	21/06/2017	3	That DHHS, DTF and DPC assess the financial and operational impacts of changes to the community housing sector's role arising from Homes for Victorians, including new housing allocation requirements	Yes	Support DHHS to assess the financial and operating impacts of social housing initiatives as outlined in 'Homes for Victorians' through the provision of financial guidance.	1/12/2019	Yes		Implementation of Homes for Victorians initiatives to grow the community sector is well progressed. The Social Housing Growth Fund (SHGF) is established and has funded 797 dwellings under the Build and Operate Program (BOP) and 457 leases under the New Rental Development Program. A further round of the BOP is scheduled for mid 2022. The SHGF has also received $1.38 billion to deliver 4,247 social housing dwellings as part of the $5.3 billion Big Housing Build (BHB). Under the BHB the SHGF has made $740 million in grant commitments to support over $1 billion in social housing projects providing over 2,350 dwellings under the Rapid Grants funding round and released Request for Proposals (RFPs) seeking 1,000 social housing dwellings under the Regional Round and around 400 dwellings under the Homes for Aboriginal Victorian Rounds, both to close in early 2022. A further round seeking 500 mental health supported housing dwellings is also planned for release in early 2022. DTF has also established the Building Financial Capacity of Housing Agencies (BFCHA) low interest loan and guarantee scheme, which has provided around $450 million in low interest loans to the community housing sector to support social housing developments and the sector's financial capacity. DTF and DFFH participate directly through regular assessments of proposals from the community housing sector for funding through SHGF programs and for loan facilities under the BFCHA. The BHB investment includes an $8 million Community Housing Sector Development Fund, which is being invested in initiatives to bolster the capability of the community housing sector. This recommendation is considered to be acquitted given the sector's considerable response to the various funding rounds and the extent of investment, activity and continuing interface that DTF and Homes Victoria (DFFH) has with the community housing sector.	30/05/2021	Complete	30/11/2021

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Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	1	review their objectives, indicators and output performance measures using a service logic approach to clearly distinguish between their service objectives, inputs, processes and outputs, and use this information to re-validate and, as needed, redesign their performance statements	Yes	DTF will develop a service logic model appropriate for use in the Victorian context and include in the Resource Management Framework, noting that the service logic approach might not be appropriate for small, low risk outputs. Structural improvements to departments' financial operations are being implemented from 2021·22, to systematically improve expenditure oversight and performance monitoring at the program level and DTF will align implementation of this recommendation with that work as much as possible. DTF will apply any applicable changes to its own output performance statement in line with RMF requirements.	1/06/2023	Yes		Work is underway to develop and test with departments a service logic model which is suitable for Victoria. Once implemented, DTF will ask departments to review their objectives, indicators and outputs against this service logic model.	1/06/2023	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	2	ensure their performance statements comply with the Resource Management Framework (and, where possible, its guidance material) including: · developing baseline data for objective indicators (see Section 2.2) · clearly linking outputs with departmental objectives/objective indicators (see Section 2.2) · redefining outputs that are too large and/or heterogenous in terms of service delivery (see Section 3.1) · ensuring outputs have a balanced and meaningful mix of output performance measures that assess quantity, quality, timeliness and cost (see Section 3.2) · setting output performance measures that allow for comparison over time and, where possible, against other departments and jurisdictions (see Section 3.3)	Yes	DTF will review the RMF and consider whether any guidance material needs to be moved into the mandatory requirements, noting that mandating output size is challenging and there may be some outputs that remain large due to their homogenous nature. DTF will work with departments to review and improve their performance statements. In DTF's view, raw number measures will continue to be appropriate for a limited number of measures, but agree that a better balance is possible, and that the mix of quality, quantity, timeliness and cost measures for each output should give a balanced amd complete performance picture of what the outp-ut is trying to achieve and how the delivery of the output will be measured. DTF will apply any applicable changes to its own output performance statement in line with RMF requirements.	1/06/2023	Yes		DTF has reviewed the requirements and guidance contained in the Resource Management Framework and has identified a number of possible improvements. These will be tested with departments and implemented in a staged manner as appropriate.	1/06/2023	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	3	develop output performance measures that use unit costing to measure service efficiency (see Section 3.2).	Yes	DTF supports the introduction of efficiency measures and improving the balance of QQTC measures to enhance the ability to assess efficiency. DTF will include advice on unit costing and efficiency measures in the RMF. DTF will review and, where applicable, revise its own output performance statement taking into account the introduction of the unit costing method used to improve efficiency.	1/06/2023	Yes		DTF has reviewed the requirements and guidance contained in the Resource Management Framework and has identified a number of possible improvements. These will be tested with departments and implemented in a staged manner as appropriate.	1/06/2023	In progress	

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Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	4	improves the Resource Management Framework's guidance materials to: · show departments how to align their output measures and objective indicators to a service logic model (see Sections 2.2 and 3.2) · include practical examples of how to design objective indicators and output performance measures to assess effectiveness and efficiency (see Sections 2.2 and 3.2)	Yes	DTF agrees that improvements can be made to objectives, indicators, outputs and output performance measures, and will consider what service logic model is most appropriate in the Victorian context. DTF will review the RMF guidance and mandatory requirements in this context, to ensure the need for links between objectives and outputs or programs remain in place. DTF will work with departments in relation to performance measures to develop efficiency and effectiveness examples for inclusion in the RMF as part of the review into performance measures referred to in Recommendation 1. DTF will apply any applicable changes to its own output performance statement in line with RMF requirements and guidance.	1/06/2023	Yes		As part of a broad approach to improving the performance framework, DTF is reviewing the Resource Management Framework's guidance to identify possible improvements. Any identified changes will be tested with departments before they are implemented.	1/06/2023	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	5	in its annual review of departmental performance statements as part of the Budget process, advise the Assistant Treasurer on the extent to which each department's performance statements comply with all mandatory requirements of the Resource Management Framework (see Sections 2.1, 2.2, 3.1, 3.2 and 3.3)	Yes	Victoria operates with a devolved accountability model, In which compliance with mandatory requirements Is overseen by departmental audit and risk committees, the CFO and Accountable Officer. This recommendation potentially undermines this model. However, DTF agrees that overall improvements are possible to both departmental performance statements and to the guidance and mandatory requirements of the RMF. OTF will review departmental annual compliance reports against what is included In departmental performance statements and provide this analysis back to departments. OTF will use a risk·based approach to determine how to advise the Assistant Treasurer.	1/06/2023	Yes		DTF is currently undertaking a desktop review of compliance by departments with the Resource Management Framework. Findings will be provided to departments for consideration as part of the departmental performance statement process for the 2023-24 budget. As DTF is developing options for the Government's consideration to replace departmental objectives and indicators, these have not specifically been included in the review.	1/06/2023	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	6	integrate and harmonise the Outcomes Reform in Victoria policy with the Resource Management Framework to ensure coherence and cohesiveness in departmental performance reporting, and use the approach to performance reporting adopted in New Zealand as a good practice reference point (see Section 2.3).	Yes	DTF agrees that the current departmental objectives could be more effective in communicating whole of government priorities to better support joined up service delivery and better al low Government set and communicate its priorities to Victorians. DTF will work with DPC to review how best to achieve this, including the Implications for the Outcomes framework. DTF will also review the New Zealand approach and use this as a good practice reference point.	1/06/2024	Yes		As part of a broad approach to improving the performance framework, DTF is considering the relationship between the performance framework and the Outcomes framework and how to harmonise.	1/06/2024	In progress	

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Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	7	regularly reviews departments' data dictionaries to ensure they include all of the required information and cover all of their objective indicators and output performance measures (see Section 4.1)	Yes	DTF accepts the value of good quality documentation such as data dictionaries. DTF will review the RMF guidance and mandatory requirements to clarify the requirements for documenting methodologies and data dictionaries in relation to performance measures, but not for the current departmental objectives at this time, noting the plan to develop whole of government objectives referred to in Recommendation 6 above. However, in DTF's view the recommendation for DTF to review these is not consistent with Victoria's devolved accountability model, in which the compliance and audit function rests with the departmental audit and risk committee, CFO and Accountable Officer, supported by public attestation statements. DTF will update data dictionaries for its objective indicators and output performance measures as required following clarification of requirements in RMF guidance.	1/06/2024	Yes		DTF is currently undertaking a review of better practice approaches to output data dictionaries and methodology documents for performance measures. The findings of this review will be tested with departments for inclusion in the Resource Management Framework. Once implemented, DTF will work with departments to review existing data dictionary/methodology documents to ensure mandatory requirements are met.	1/06/2023	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	8	develops a public online dashboard that reports departments' output performance measures results and enables comparison over time (see Section 4.3)	Yes	DTF will work with government on options to better communicate departments' output performance measure results and enable comparison over time, including consideration of a public on line dashboard. DTF will work with Departments to ensure that any dashboards developed accurately represent departmental performance. DTF and departments will establish a clear process for dealing with updates to actual performance post budget where these are included in departments' annual reports. DTF will engage proactively regarding its own dashboard data in line with the established process.	1/06/2022	Yes		DTF is in the process of testing a performance dashboard with key stakeholders. This testing may delay the implementation date.	1/06/2022	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	9	requires independent auditing of departments' performance statements (see Section 4.4).	No	DTF notes that the Auditor-General currently has ongoing discretionary authority under Section 10(3) of the Audit Act 1994 to audit the performance indicators published within the report of operations of any public body. As DTF works with departments to improve the overall performance framework and reporting of performance, we will continue to assess the appropriateness of the related annual reporting and audit requirements, and to advise the relevant Ministers accordingly.	Not specified	No	DTF notes that the Auditor-General currently has ongoing discretionary authority under Section 10(3) of the Audit Act 1994 to audit the performance indicators published within the report of operations of any public body. As DTF works with departments to improve the overall performance framework and reporting of performance, we will continue to assess the appropriateness of the related annual reporting and audit requirements, and to advise the relevant Ministers accordingly.			Discontinued	

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Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	10	ensure they provide specific reasons and analysis for all of their output performance results that vary by more or less than 5 per cent (see Section 4.3)	Yes	DTF notes that this is a requirement for BP3, Departmental Annual Reports and internal performance reporting (bi-annual). DTF works with Departments during the budget process to progressively improve the variance commentaries. Footnoting, especially for the bi-annual revenue certification process, is a highly iterative process between DTF and departments, which results in each instance of significant variance being well-understood. DTF makes recommendations around disclosures, but it is ultimately up to the Portfolio Minister to make the necessary disclosures. DTF notes that the more recent Report on the 2020-21 Budget Estimates only identified two measures proposed to be discontinued which PAEC considered to have insufficient explanation. This would indicate that DTF's actions in response to the 2019-20 report have been successful. DTF will continue to monitor its own performance measures to ensure sufficient reasonings are provided for variances exceeding the threshold.	1/06/2022	Yes		DTF is currently updating the Resource Management Framework to include additional guidance on variance commentary. This guidance will be applicable from 1 July 2022.	1/07/2022	In progress	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2020-21	26/05/2021	11	1. ensure they have complete data dictionaries that include up-to-date information on: · detailed business rules for every output performance measure and objective indicator · activities that are specifically included or excluded in reporting performance results · the data source and how the result is calculated · the process for validating or assuring the quality of the raw data and/or the calculated result · how each measure's target is set (see Section 4.1)	Yes	DTF accepts the value of good quality documentation such as data dictionaries. DTF will review current data dictionaries, including its own, for examples of good practice and areas for improvement, and provide clearer guidance on appropriate standards of data governance, including data dictionaries.	1/06/2023	Yes		As part of a broad approach to improving the performance framework, DTF is reviewing the Resource Management Framework's guidance to output data dictionaries and methodology documents.	1/06/2023	In progress	
Department of Treasury and Finance	Melbourne metro tunnel project - Phase 1 Early works	2018-19	6/06/2019	2	Review the remaining Melbourne Metro Tunnel Project contingency funds, taking into consideration the construction risks experienced to date and the likely time and complexity pressures expected for the remaining works, and advise government on the sufficiency of these funds (see Section 4.3).	Yes	DTF notes Government will continue to receive project statys reports through the Major Project Performance Report. DTF will work with DoT, DPC and the Office of Projects Victoria to ensure that the terms of reference for a Project Assurance Review Include a review of Metro Tunnel Project contingency funding	31/05/2020	Yes		The OPV Project Assurance Review (PAR), completed in June 2021 for the Metro Tunnel Project, provided a point in time assessment which is being used as a baseline for Rail Projects Victoria (RPV), Department of Transport, Department of Premier and Cabinet and Department of Treasury and Finance to continue to work together to find cost mitigation opportunities and assess the adequacy of the remaining contingency funding.	31/12/2022	In progress	
Department of Treasury and Finance	Melbourne metro tunnel project - Phase 1 Early works	2018-19	6/06/2019	3	Review and revise the original assumptions contained in the Melbourne Metro Tunnel Project business case, considering the impacts of new rail system projects, and republish the refreshed assumptions in an upda	Yes	DTF will work with DoT and DPC on an updated benefits management plan that outlines the impact of subsequent investments on the original assumed benefits.	31/05/2020	Yes		DoT are updating the original MTP Business Case assumptions to include new future programmed investments (for example, Melbourne Airport Rail) to estimate revised passenger demand profiles which inform the MTP Day 1 service plans. The Benefits Management Plan will be updated when the MTP Day 1 service plans are finalised.	31/12/2022	In progress	

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					ted project benefits managem ent plan (see Section 2.4).									
Department of Treasury and Finance	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	5	Include in the staffing services state purchase contract obligations for suppliers to: conduct a police check for all contractors they engage in the Victorian public service. To avoid duplication of police checks, suppliers should be obliged to provide the date and outcome of the last police check for the contractor when responding to a request for quote include in their quarterly reporting the date of police check and confirm their suitability for the engagement comply with the Victorian public service pre-employment screening policy and any specific requests for screening (see Sections 3.3, 3.4 and 3.6)	Yes	The current SPC allows the option for hiring managers to undertake police checks for every candidate that is engaged, however it is not compulsory. The current contract expires on 31 December 2020.As part of broader contract negotiations with existing Master Vendors for the new SPC, DTF will negotiate the compulsory requirements for suppliers to undertake the police checks and comply with t he pre employment screening process into the SPC, effective 1 January 2021. The compulsory quarterly reporting template will also be updated for suppliers. to include information on police checks. being completed. DTF will consult VPSC in updating the template. The SPC User Guide will also be updated to include t his information as. part of implementation.	1/01/2021	Yes		Note the changes made in the variation commencing 1 Jan 2021 were also carried into the new Staffing Services SPC which commenced in September 2021.	1/01/2021	Complete	1/12/2020
Department of Treasury and Finance	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	7	Review and improve the user guides and templates for the staffing services agreement and professional advisory services agreement to: · ensure they clearly define the contractual obligations for suppliers and government agencies in relation to screening contractors or consultants prompt hiring managers to document specific screening requirements based on the risk of the contractor/consultant role at the start of the procurement process, require suppliers to document the screening completed prior to the engagement starting (see Section 3.5).	Yes	The staffing services SPC User guide currently has guidance around the screening process. DTF is working with the VPSC to strengthen the User Guide further.	31/12/2020	Yes		Professional Advisory Services (PAS) and Staffing SPCs have updated requirements to support this audit recommendation with the refreshed Staffing SPC, which commenced in September 2021, having new user guides and templates introduced.	1/09/2021	Complete	1/12/2021
Department of Treasury and Finance	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	13	Review conflict of interest training for Victorian public service employees and include specific guidance on identifying, declaring and managing conflicts of interest during recruitment processes (see Section 2.7).	Yes	DTF will create comprehensive recruitment training for Hiring Managers and select panel members, including declaring and managing COIs during recruitment processes. DTF will update recruitment processes to mandate that all selection panels must include at leastone member who has participated in this training.	30/09/2020	Yes		Further recruitment and selection training, focusing on leading practice, has been developed and piloted on two selected groups from the Economic, OPV and Budget & Finance groups. The full model will commence roll out to all relevant recruitment managers in DTF by the end of June 2022 as part of the evolving service model delivery.	30/06/2022	In progress	

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Department of Treasury and Finance	Security of Government Buildings	2018-19	29/05/2019	1	In collaboration with key security agencies such as Department of Premier and Cabinet and the Department of Justice and Community Safety, develop a statewide principle-based physical security policy, with clear accountabilities for government agencies (see Section 2.2)	Yes	1. DTF will work in collaboration with DPC and DJCS for the development of the policy and provide input reflecting the remit of SSP. 2. DTF will implement the policy across its portfolio in accordance with the methodology and timings of the lead agency.	31/05/2020	Yes		DPC has agreed to take the role of Lead Agency to deliver a state-wide security policy. DPC has received approval from the State Crisis and Resilience Council to develop a state-wide security policy in October 2021. DPC anticipates that an initial draft state-wide security policy will be completed by the end of 2022. SSP has a draft Office Accommodation Security Framework, policy and supporting documentation which is being finalised. These policies will be useful input to a future state-wide principle-based physical security policy for government buildings.	31/12/2022	In progress	
Department of Treasury and Finance	Security of Government Buildings	2018-19	29/05/2019	2	Finalise the office accommodation guideline update, including better practice for physical security design and controls (see Section 3.3)	Yes	1. DTF will finalise the revision of accommodation guidelines with the inclusion of security design and controls. 2. DTF will collaborate with lead agency for security policy to ensure policy is appropriately reflected in guidelines. 3. Guidelines to be shared amongst stakeholders to promulgate familiarity and understanding.	30/12/2019	Yes		The Office Accommodation Fitout Guidelines (D21/17050) is dependent on the approval draft SSP Office Accommodation Security Framework to cover off on this recommendation. Work is progressing but has been impacted by priorities including covid response within the department.	30/06/2022	In progress	
Department of Treasury and Finance	Sexual Harassment in the Victorian Public Sector	2019-20	28/11/2019	2	Provide specific training to all managers on responding to complaints of inappropriate behaviour, including sexual harassment complaints. This should: include training on the department's positive duty to eliminate sexual harassment and victimisation be delivered to all new managers and repeated at least once every two years be delivered face-to-face if possible (see Section 4.4)	Yes	DTF, as part of the Sexual Harassment working group chaired by the Victorian Public Sector Commission (VPSC), are working on a proposal for VPS wide approach to Sexual Harassment training for managers, delivered by the Victorian Equal Opportunity and Human Rights Commission (VEOHRC).	31/03/2020	Yes		VEOHRC are in the process of developing specific e-learns on sexual harassment which will be available quarter 2 2022. DTF will roll out a blended model which will include e-learns for all staff with an additional face to face component for senior leaders. DTF has developed and implemented a standalone Prevention of Sexual Harassment in the Workplace policy. DTF has seen a declining number of people reporting experiences of sexual harassment year-on-year, the Department will always look to improve and align to best practice and is committed to eliminating sexual harassment in the workplace. The introduction of this policy reflects that commitment. As a Department, we continue to manage a culture of respect and safety that supports reporting, speaking up and fosters appropriate workplace behaviour.	30/06/2022	In progress	

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Department of Treasury and Finance	State Purchase Contracts	2018-19	20/09/2018	5	Use a risk-based approach to conduct checks of supplier reported data to confirm the accuracy and completeness (see Section 4.6)	In principle	Not specified	30/06/2020	Yes		Category Dashboards have continued to be refined within the Robobai spend data dashboards to provide visibility of the Spend (from 11 entities) within the SPC categories. These dashboards have been compared to supplier reported data and discussed with SPC suppliers. Verification of spend as reported by the supplier is an ongoing task that is undertaken upon receipt of the quarterly reporting data. DTF also compares engagement spend in Vendor Panel data with regard to PAS and Marketing Services Register (MSR) engagements to the supplier provided data and dashboards.	10/03/2022	Complete	10/03/2022
Department of Treasury and Finance	State Purchase Contracts	2018-19	20/09/2018	6	Develop and implement a risk-based approach to identify and monitor contract leakage (see Section 5.2)	In principle	Not specified	Not specified	Yes		DTF's procurement governance bodies addresses potential DTF leakage by: *ensuring all documentation is clear on the use of SPCs, including in template forms and on the intranet *making regular and ongoing contact with procuring teams across the Department to ensure full understanding of the requirements to use SPCs and compliance with those requirements *recording of any breaches of the use of SPCs and bringing them to the attention of the relevant Executive Director	1/12/2021	Complete	1/12/2021
Department of Treasury and Finance	State Purchase Contracts	2018-19	20/09/2018	9	Undertake a risk-based assessment of potential contract leakage by analysing expenditure in accounts payable systems and report significant contract leakage to lead agencies (see Section 5.2)	In principle	Not specified	30/06/2019	Yes		A risk-based assessment of potential contract leakage is underway involving: *data analysts identify potential contract leakage in accounts payable data across all departments and Victoria Police *category managers verifying and refining the list of potential contract leakage *Strategic Sourcing discussing potential leakage instances with relevant departments and seeking a closure of each agreed instance *ongoing update of the leakage checking on a quarterly basis	1/06/2022	In progress	
Department of Treasury and Finance	The Victorian Government ICT Dashboard	2017-18	20/06/2018	5	Implement a common chart of accounts across agencies subject to the Financial Management Act 1994, to consistently capture and code ICT-related expenditure, to allow better assessment and analysis across all these entities, regardless of their size or portfolio	In principle	DTF and the Department of Premier and Cabinet (DPC) are already engaged in an ongoing program to develop and upgrade data collection to facilitate performance monitoring and analysis, including work on improving the whole of government chart of accounts. Further work will be undertaken to determine the processes and systems that should be implemented throughout the general government sector to optimise data collection and analysis.	Not specified	Yes		This work was postponed given the 2020-21 and 2021-22 Budgets. Further progress will be made alongside the Common Corporate Platform project (DPC) and a more granular approach to budgeting (DTF).	30/06/2021	In progress	

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East Gippsland Shire Council	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	4	Address the gaps in their asset management practices against Victoria's Asset Management Accountability Framework requirements and guidance and strategically target their asset funding, including, where relevant: identifying all the assets they are responsible for; using information on asset risks from coastal inundation and erosion hazards to help target their asset management priorities and funding decisions, in conjunction with other defined prioritisation criteria	Yes	East Gippsland has already committed to implementing an improved and more strategic approach to asset and associated risk management processes. This work has been commenced and forms a component of a broader project that is designed to improve and upgrade a number of our existing business systems and processes. Implementation will be programmed over a number of years and will provide a focus on all asset classes including coastal assets.	Not specified	Yes		Council is in the process of finalising its asset management plan which includes a standalone Asset Management Plans for: Bridges; Buildings; Drainage; Roads; Open Space and Reserves Assets; and Waste assets. This plan has been developed in accordance with the directions of the Local Government Act 2020 and the recently released Asset Management Plan Guidelines released by Local Government Victoria. The Asset Management Plan identifies all assets in coastal areas that meet our capitalisation threshold and identifies the management risks related to their management - including coastal inundation and coastal hazard management. The Asset management Plan is designed to inform future financial and management decision making.	30/06/2022	In progress	
East Gippsland Shire Council	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	5	Assess the risks that coastal inundation and erosion hazards pose to coastal assets, using robust risk assessment practices that consistently apply AS/NZS ISO 31000:2009, including: documenting the considerations, assessments, analysis and decisions that their assessments involve; using available information to regularly review risks and monitor changes in risk ratings over time; introducing triggers and monitoring information into their asset management and/or climate change activities as appropriate, to identify when to implement adaptation measures or revise their risk treatment approaches	Yes	East Gippsland has already committed to implementing an improved and more strategic approach to asset and associated risk management processes. This work has been commenced and forms a component of a broader project that is designed to improve and upgrade a number of our existing business systems and processes. Implementation will be programmed over a number of years and will provide a focus on all asset classes including coastal assets.	Not specified	Yes		, Council's development of Asset Management Plans includes an assessment of risk. Council has also developed an Asset Management Strategy that provides direction for areas of planned asset management improvement. This Asset Management Strategy sets a plan for improving risk assessments - including those risks posed by Climate change.	31/12/2024	In progress	
East Gippsland Shire Council	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	6	Assess climate change risks from coastal inundation and erosion hazards across their coastal asset portfolios	Yes	East Gippsland Shire has commenced the development of the Lakes Entrance Growth and Adaptation Strategy. This is a substantial project that is designed to pilot our approach to supporting an integrated approach to the adaptation of our coastal townships. This project will support our understanding of the most appropriate way to plan for and manage future impacts to infrastructure that supports our townships and will guide the way that adaptive responses to asset management are included in our strategic asset management systems and processes.	Not specified	Yes		In 2018 Council developed a set of checklists to help embed climate change adaptation considerations into key stages of capital project development. These checklists are currently being embedded into Council's Asset Management Plans for its main asset classes. Council has commenced the process of reviewing its asset values and asset risks for insurance purposes. This assessment also considers the risk of coastal erosion and coastal hazards on asset classes.	31/12/2023	In progress	

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East Gippsland Shire Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	8	Review and address access control and data security weaknesses for corporate CCTV systems (see Section 3.3)	Yes	The CCTV upgrade scheduled for 2018/19 aims to centralise footage access, increase security of footage, provide greater visibility for footage to assist with investigations and review functional improvements in both the cameras and supporting software. Security of DVRs will also be addressed through the project. Responsible Officer: Manager Information Services	30/12/2019	Yes		The delay in the implementation of the recommendation has been due to impacts of the 2019/20 Black Summer Bushfires and subsequent recovery efforts and the 2020 and 2021 COVID-19 restrictions. A CCTV Review has been completed by independent CCTV partner. New tender specifications have been developed as result of review. Tender procurement scheduled for completion by June 2022 with project completion scheduled Dec 2022.	30/12/2022	In progress	
Eastern Regional Libraries Corporation	Council Libraries	2019-20	14/11/2019	1	Improve library service planning by: documenting service plans, conducting detailed and regular community consultation to understand community expectations for library services, linking delivery of library services to identified community needs and overall council objectives (see Sections 3.3 and 3.4)	Yes	ERLC will continue to prepare: service plans for specific library services - current examples, amongst others, include: Collection; Aged Services; Literacy Strategy; and its 4-year library Plan taking into account its Member Councils' Council Plans. ERLC will continue with its: biennial independent survey of members and non-members; ad-hoc surveys for particular services, a recent example (since the Audit) is surveying parents and guardians about storytimes; and annual Eastern Regional Libraries Member Survey.Using the information sources identified above, ERLC will link its services to identified community needs. Since the Audit, ERLC has undertaken a review of 16 plans, strategies, etc. of our Member Councils to review their community goals and strategies. We are using the review to see which goals and strategies of our Member Councils we: currently support; could potentially offer further support to; or could begin to support. This information will be used to guide our service planning.	Not specified	Yes		A new library plan was developed. Made available for community consultation. Linked to identified community needs and overall council objectives	30/06/2021	Complete	30/06/2021
Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	7	Develop a standard risk assessment framework based on relevant Australian standards that includes comprehensive measures to assess both land capability, environmental factors and the ongoing performance of a system (see Section 2.3)	Yes	EPA will work with DELWP and councils to implement this recommendation, informed by the implementation of broader EPA reforms.	1/07/2020	Yes		DELWP led the development of a standard risk assessment framework based on relevant Australian Standards and this was finalised on 18 June 2020. EPA will conclude the remaining parts of this recommendation with the review of key controls of the risk assessment framework (Code of Practice - onsite wastewater management, land capability assessment framework and model domestic management plan). Planning is underway to develop the supporting tools required.	1/07/2023	In progress	
Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	8	Implement an accredited third-party approval system for undertaking land capability assessments and inspections for the installation, use and ongoing maintenance of onsite domestic systems, or introduce a mandatory requirement that a suitably qualified assessor undertakes these assessments (see Section 4.4)	Yes	EPA will work with DELWP and councils to implement this recommendation, informed by the implementation of broader EPA reforms.	1/07/2021	Yes		EPA and DELWP have implemented this recommendation by establishing a legal requirement for suitably qualified assessors to undertake land capability assessments (LCAs) and inspections through the Environment Protection Act 2017 (Act) and Environment Protection Regulations 2021 (Regulations). The Regulations now require that a suitably qualified assessor undertake LCAs (if required by Council) for installation or alteration of permits to a standard acceptable to the council.		Complete	23/06/2021

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Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	9	Review the model domestic wastewater management plan and ensure it is based on better practice risk assessment methodology outlined in the relevant Australian standards (see Section 2.2)	Yes	EPA will work with DELWP and councils to implement this recommendation, informed by the implementation of broader EPA reforms.	1/07/2020	Yes		DELWP led the implementation of this recommendation by completing a review of the model domestic wastewater management plan (DWMP) in October 2021 and is progressing additional work to align the DWMP risk management principles with ISO 31000 Standards.	1/07/2023	In progress	
Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	10	Evaluate and implement a better practice model for the ongoing maintenance of onsite systems including examining: risk-based maintenance models use of levies to support third-party maintenance options the requirement for property owners to gain an onsite system compliance certificate prior to sale of the property (see Section 3.3)	Yes	EPA will work with DELWP and councils to implement this recommendation, informed by the implementation of broader EPA reforms. Aspects of this recommendation will need to be considered in the context of the new legislative framework. EPA and DELWP will consider whether any elements of a better practice model can be adopted for the 1 July 2020 commencement of the Environment Protection Amendment Act 2018. Further elements will need to be further considered as the regulatory framework evolves post 1 July 2020.	1/07/2023	Yes		EPA and DELWP have worked together to deliver this recommendation. The core intent to implement a better practice model for ongoing maintenance of onsite wastewater management system (OWMS) has been delivered through the new the Environment Protection Act 2017 (Act) and the Environment Protection Regulations 2021 (Regulations). The Regulations requires persons in management or control of an OWMS (including legacy systems) to maintain the system in good working order. When evaluating options for the better practice model, EPA and DELWP proposed direct regulation on OWMS maintenance and operation as this represented a more robust system of controls than those set out under the previous Environment Protection Act 1970. The Regulations enable councils to regulate maintenance of onsite systems (including legacy systems) if they pose a risk to human health and environment or are not in good working order (i.e. a risk-based approach to support ongoing OWMS maintenance). The Regulations also list the associated penalties for non-compliance (i.e. use of levies to support obligations to maintain an OWMS in good working order). Further, the Regulations introduce a new requirement to keep maintenance records of onsite systems. Maintenance records can be made available to potential purchasers as proof the system is operating in good working order and is being maintained.	1/07/2023	Complete	23/06/2021
Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	13	Explore legislative opportunities to ensure properties connect to sewer at the point of sale or have an onsite system compliant with legislative requirements (see Section 4.3)	Yes	EPA will work with DELWP to implement this recommendation, informed by the implementation of broader EPA reforms.	1/07/2023	Yes		EPA and DELWP explored and successfully supported legislative changes through introduction of Regulations to require persons in management or control of land on which an OWMS is located to have an OWMS that is compliant with legislative requirements. DELWP has also developed an options paper exploring issues affecting connection to sewer. The options paper describes the framework for connecting properties to sewers provided by the Water Act 1989 and discusses options for improving the processes for connecting properties to sewer. DELWP is planning to undertake further analysis work in relation to the options outlined in the paper.	1/07/2023	In progress	

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Environment Protection Authority Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	15	Determine and prioritise key non-compliance and emerging waste risks for targeted action by: compiling and continually updating a publicly available inventory on waste stockpiles/dumps/ storage of all waste operators licensed,permitted or otherwisedetailing location, type of waste or resource, extent (tonnage /volume), responsible parties, action taken and outcomes (see Section 4.4) developing and implementing a prioritised action plan to clean-up or require the clean-up of identified waste risks (see Section 4.4)	Yes	EPA's ability to access increased and richer intelligence, and better identify emerging risks relating to waste operators, will be further enhanced by the following: A significant increase in the number of waste operators requiring a permission (License, Permit or Registration) under the new Environment Protection Legislation. A public register of these sites will be available, as will regulatory notices issued to any sites, permissioned or otherwise. Building on the inventory of waste stockpiles, identified by the Resource Recovery Audit Taskforce, EPA will use the latest intelligence to better target our regulatory work program to address waste risks. Critical inputs for improved prioritisation include intelligence from: EPA's new $5.5 million electronic waste tracking system initially designed for high risk hazardous waste; and EPA's $6.3 million Illegal Waste Disposal Strikeforce designed to reduce illegal dumping of industrial waste in Victoria. The Resource Recovery Facilities Audit Taskforce has determined and prioritised key noncompliance and emerging waste issues based on risk and this has informed the current inspection program. EPA will release a revised regulatory strategy and regulatory workplan which outlines its waste risks. key priorities based on risk.	30/09/2020	Yes		Commencing in 2018, EPA and DELWP led a review of the regulatory instruments and processes relating to the management of waste in Victoria, as part of the broader development of new subordinate legislation under the Environment Protection Act. This review included a review of good practice in other jurisdictions and significant public consultation with more than 300 submissions and 100 events across the period. The final regulations were made by Governor in Council in May 2021 and include a wide range of improvements including a no-gaps framework to capture all industrial waste, a significantly expanded robust permissions framework to increase regulatory oversight of stockpiling practices by waste and resource recovery operators, enhanced waste transport controls for hazardous waste and clearer powers to share information with other regulators and public sector agencies. EPA has implemented the following initiatives to enhance identification and prioritisation of key non compliances and emerging waste risks for targeted action: 1. EPA's ability to detect and respond to instances of illegally disposed waste has been enhanced by the Illegal Waste Disposal Program (funded by the Sustainability fund from 18/19 to 21/22). EPA increased its intelligence product output during this period to better understand premises of interest, people of interest and their networks, and places of interest (or the interconnectedness between the three). Intelligence products increase EPA's likelihood of successfully holding the duty holder to account through its compliance and enforcement framework. 2. Establishment of a Waste Intelligence Working Group and development of a Waste Intelligence Network focused on intelligence sharing across co-regulators to drive improved regulatory outcomes for emerging waste risks. The working group oversight and network development is led by EPA with governance through the State Crisis and Resilience Council. 3. Development, implementation and maintenance of a master list of sites prioritised by risk, including waste resource recovery sites and sites subject to regulatory action due to illegal waste disposal. The data informs prioritisation of regulatory activities. Ongoing enhancements include implementation of a new regulatory oversight framework for permissioned sites, and further consolidation of intelligence identified through regulatory activities.		Complete	30/07/2021

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Environment Protection Authority Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	16	Prepare and implement a prioritised action plan to oversight the waste activities of licensed and permitted waste operators to ensure compliance with their licence or permit conditions, including on the quantity and manner of storage of waste and resources (see Section 4.4)	Yes	EPA Licence Compliance Assessment Program prioritises Licensed sites for inspection using a risk assessment This will continue to be refined based on new intelligence and inspection findings. Building on our existing risk-based oversight program, EPA will further improve our oversight of waste operators under the expanded permissioning framework under the new Environmental Protection legislation. Victorian Government has made a $6.3m investment toward the Illegal Waste Disposal Strikeforce, led by EPA, to deliver a program of compliance and enforcement, behaviour change and knowledge development activities to reduce illegal dumping of industrial waste in Victoria.	30/09/2020	Yes		EPA has continued to develop its regulatory oversight program for permissioned sights by developing a Permissions Regulatory Oversight Framework (PROF) to drive sustained improvement of EPA's regulatory oversight of the expanded permissioned scheme (including licensed, permitted and registered waste operators). The PROF enhances the Licence Compliance Assessment Inspection Program and is underpinned by a new risk assessment methodology to be developed over time. The Framework uses a range of regulatory tools to drive compliance outcomes and embeds the Victorian commitment to outcomes-based reporting through monitoring and evaluation of EPA's regulatory oversight activities. The expansion of permissions in the waste sector of itself increases the level of oversight, with more sites known to EPA, and assessment of many sites (other than registrations) occurring through the permission application processes. New entrants to the permissioning scheme have until 1 January 2022 (earlier for some cohorts, including the waste & resource recovery sector) to apply for the appropriate permission. The Illegal Waste Disposal (IWD) project has continued to be implemented under the Sustainability Fund MoU. The program addresses systemic illegal waste disposal. The deliverables of this program enhance EPA's deterrence and detection of illegal waste disposal in Victoria.		Complete	30/09/2021

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Environment Protection Authority Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	17	Improve its monitoring and enf orcement record management to allow a clear assessment of the effectiveness of its actions (see Section 4.4)	Yes	EPA' s Digital Transformation includes complementary technology projects that will enhance digital field service capability, improving electronic data records management and bolstering analytics capability to enable qualitative assessment of regulatory outcomes. Victorian Government has made a $5.Sm investment to implement a fully electronic tracking system to better record the production, movement and receipt of industrial waste. The new system will enable EPA to monitor the movement of higher risk hazardous waste more accurately to deliver insights on sector activity, trends and highlight potential ii legal activity. EPA's Transformation Program includes a range of projects and initiatives aimed at improving its monitoring and enforcement record management through uplift to people, process and technology. EPA's Regulatory Excellence Program will strengthen the accuracy and quality of compliance and enforcement operational data through a comprehensive re-build of policies, procedures, training and assurance.	31/12/2021	Yes		EPA has completed the majority of actions to address this recommendation, including enhanced digital technology, electronic waste tracking and field services application. EPA is now building its waste data analysis capability (utilising waste tracker information) which will enable investigation of waste crime (non-compliance by waste industry participants utilising waste tracker or identification of non-participation) from 22/23. This work encompasses the actions set out below (in the audit implementation plan). o Improving Electronic Data Records management o Investigate a method to identify industry non-participation with the Waste Tracking requirements o Enable qualitative assessment of regulatory outcomes	30/06/2022	In progress	
Environment Protection Authority Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	18	Review and advise the Ministe r for Energy, Environment and Climate Change on the need to revise its existing regulatory instruments and regulatory processes against more stringent arrangements in other jurisdictions, including South Australia and New South Wales- for example on stockpile management, reporting on waste data, licensing of waste operators and tracking of hazardous wastes (see Section 4.4).	Yes	The MAC Inquiry 2016 examined and reviewed the role, powers and tools, governance arrangements and resourcing of the EPA. The Victorian Government supported in full or in part all 48 recommendations made by the Inquiry and as a result the EP Act was overhauled with a preventative focus, new powers and increased deterrents, including new duties for waste. The new Environment Protection Act comes into effect on 1 July 2020. licensing of waste operators EPA and DELWP are working in partnership and tracking of hazardous to develop the regulatory instruments to wastes. support the new Act, taking into account the arrangements in other jurisdictions for waste, as well as new initiatives to prevent and manage waste problems into the future. New regulatory instruments, including new and enhanced instruments for waste, will be prepared for Minister's approval and commence in 2020.	31/07/2020	Yes		Commencing in 2018, EPA and DELWP led a review of the regulatory instruments and processes relating to the management of waste in Victoria, as part of the broader development of new subordinate legislation under the Environment Protection Act. This review included a review of good practice in other jurisdictions and significant public consultation with more than 300 submissions and 100 events across the period. The final regulations were made by Governor in Council in May 2021 and include a wide range of improvements including a no-gaps framework to capture all industrial waste, a significantly expanded robust permissions framework to increase regulatory oversight of stockpiling practices by waste and resource recovery operators, enhanced waste transport controls for hazardous waste and clearer powers to share information with other regulators and public sector agencies. EPA has also made four waste determinations which are legislative instruments that came into effect on 1 July 2021 along with the Environment Protection Regulations 2021. These determinations provide a lawful place for waste receivers who receive waste in accordance with the specifications set out in the determinations. In developing these determinations, EPA reviewed arrangements in other jurisdictions and released a discussion paper inviting submissions on the draft determinations. EPA received 45 submissions on the		Complete	28/07/2021

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											proposed waste and resource recovery determinations. The final determinations were published in the Victorian Government Gazette on 18 June 2021.			
Environment Protection Authority Victoria	Supplying and Using Recycled Water	2021-22	17/11/2021	2	works with the Department of Environment, Land, Water and Planning to develop and implement guidelines to inform water corporations' applications for using recycled water for environmental flows (see Section 2.3).	Yes	EPA and DELWP has already begun the development of a framework that informs water corporations of the information that should be collected, assessed, and provided when seeking approval for the use of recycled water for environmental flows. This framework is being developed by a joint working group which includes EPA, DELWP, the Department of Health, Melbourne Water, Barwon Water, and the North Central Catchment Management Authority, Key Information from the framework will be published as an EPA guideline in mid-2023.	30/06/2023	Yes		Since conclusion of the audit, EPA has actively contributed to the development of a risk assessment framework for the use of recycled water for environmental flows. The risk assessment framework was completed by consultants engaged by DELWP, and supported by EPA and the joint working group in March 2022. EPA will use the 2022/23 business planning to formalise development of a state-wide guideline. The guideline will support the water sector and decision makers in seeking approval for the use of recycled water for environmental flows. Development of the guideline will be informed by, and incorporate key elements of the risk assessment framework completed in March 2022. The guideline is scheduled to be published and available to the public by mid-2023.	30/06/2023	In progress	
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	1	use findings from the Victorian Auditor-General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for council employees and workplaces (see Sections 2.1, 2.2 and 2.3)	Yes	Council is committed to reducing the risk factors for sexual harassment in the workplace.	Not specified	Yes		Agreed management actions specified at time of tabling still relevant		Complete	7/05/2021
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	2	collect information about the prevalence and nature of sexual harassment at least once every two years by: - conducting workplace surveys - reviewing complaints information (see Section 2.6)	Yes	FCC conducts bi-annual staff culture surveys, we will ask additional questions related to sexual harassment in our future surveys to better understand the prevalence of sexual harassment and any barriers to reporting.	Not specified	Yes		Frankston City Council has continued to collect data to inform our actions through our		Complete	30/06/2021
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	3	address the risk of sexual harassment by members of the public by: - ensuring sexual harassment policies, procedures and training explicitly cover sexual harassment from the public - regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment from the public (see Section 2.4).	Yes	We will update our policies, procedures and training to cover processes for dealing with sexual harassment by members of the public. We will develop specific communications from the CEO to express the organisations zero tolerance for sexual harassment, to be released by end of November 2020.	Not specified	Yes		Annual Culture Survey and the People Matters Survey which was conducted in June 2021	3/12/2022	In progress	

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Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	5	introduce a standalone sexual harassment policy that: - aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment—Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace - includes clear links to relevant council policies and procedures - covers the applicability of council policies to different roles and workplace settings, including councillors, customer-facing staff and members of the public - is searchable on council intranet sites or cloud software, and available in hard copy to all staff (see Section 3.1)	Yes	We have developed a stand-alone Sexual Harassment Policy based on the Vic Gov model policy that includes; how to make a complaint, how the complaint will be handled, and dealing with sexual harassment from customers and members of the public. This policy covers all employees and Councillors. All Frankston City council Policies and procedures are available on our intranet site.	Not specified	Yes		Stand alone sexual harassment policy and procedure approved by Council at its meeting of		Complete	1/12/2021
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	6	introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it: - includes face-to-face or live online sessions for all staff and councillors at least once every two years (in addition to online modules) - covers safe strategies for bystander interventions - is tailored to the council's policies, procedures and workplace risk factors (see Section 3.2)	Yes	We are developing an on-line training program for all staff and Councillors to be released in November that includes how to make a complaint and actively encourages complaints. We will develop a face to face course for managers and coordinators on responding to Sexual Harassment complaints from staff and clients. This course will be run between December 2020 and March 2021 and will also form part of our regular training calendar. Both courses include bystander interventions	Not specified	Yes		Face to face training has been conducted for all levels of people managers at Frankston City		Complete	30/06/2021
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	7	communicate a culture of respect in the council by ensuring leaders model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate sexual harassment (see Section 3.3)	Yes	We will be continually reinforce our organisational values Kinder, Smarter, Fairer - and ensure these are role modelled by all Councillors and senior staff.	Not specified	Yes		Council and for Councillors. Coronavirus has impacted the ability to conduct face to face		Complete	31/12/2021
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	8	encourage reporting of inappropriate behaviour by: - promoting formal and informal complaint channels - allowing for anonymous complaints (see Section 4.1)	Yes	We will advertise on our intranet methods of making a complaint and we have engaged an external anonymous reporting service, Stop-line, to enable anonymous reporting of sexual harassment.	Not specified	Yes		Frankston City Council has engaged Stopline to provide an anonymous report service for staff and Councillors		Complete	31/12/2020

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Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	9	improve record keeping of sexual harassment complaints by: - keeping complete records of all interactions relating to a complaint - documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers (see Section 4.3)	Yes	We will design a centralised register to capture complaints, actions taken and resolution	Not specified	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/09/2020
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	10	review complaint procedures to ensure they include: - a requirement to inform the complainant of the outcome of the complaint - guidance on how investigators can support reluctant complainants (see Section 4.2).	Yes	Our complaint procedures have now been updated and include a requirement to inform the complainant of the outcome. We will training our people managers on how to respond to both forma and informal complaints and to support complainants.	Not specified	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/09/2020
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	11	ensure councillors receive training on sexual harassment at least twice per council term (see Section 3.2)	Yes	We will be developing an on-line training program for all staff and Councillors to be released in November 2020, this forms part of their induction program. A Further face to face session will be delivered early in 2021. All training includes how to make a complaint and actively encourages complaints.	Not specified	Yes		Training for Councillors conducted on 5 May 2021 and than further training on 9 December 2021		Complete	12/09/2021
Frankston City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	12	ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including: the council's employee assistance program; Councillor Code of Conduct dispute resolution processes; external complaint bodies (see Section 4.1).	Yes	Councillors will be provided information through our newly develop Councillor Portal that includes the EAP, Councillor Code of Conduct and our newly appointed external reporting service through Stop-line.	Not specified	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/12/2020
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	1	set and document timeframes to survey the condition of sealed and unsealed road networks with consideration of Australian Road Research Board's Best practice guide for sealed roads 2020 and Best practice guide for unsealed roads 2020 (see Section 2.1)	Yes	Council is actively reviewing and/or redrafting all of its asset management redrafting all of its asset management condition of sealed and documentation. The development of an action plan, as part of a newly redrafted Asset Management Strategy, lists the revision of asset inventory and condition assessment manuals as a high priority for action in 2022. Council last inspected sealed and unsealed roads during 2019 and currently inspects roads on a three year cycle. Council will next undertake a survey of roads during 2022.	1/12/2022	Yes		Road asset condition data has been completed and an internal review of the information is currently being undertaken prior to uploading on the asset management system.	16/12/2022	In progress	

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Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	2	review road surveying methods and consider options to incorporate technologically advanced surveying equipment (see Section 2.1)	Yes	Council does not see economic advantages in broadscale use of advanced technology to assess the condition of its road network and will continue to rely heavily on visual assessment. Notwithstanding the preceding comment, Council will investigate the efficacy of advanced technology on selected roads such as those with high traffic volumes. Current limitations on resources preclude such investigations for the near future.	1/12/2022	Yes		As part of the road condition assessment advanced road survey equipment was trialed and used.	16/12/2022	Complete	28/03/2022
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	3	review specifications of current predictive modelling software for roads and evaluate the need to procure, or jointly procure with other councils, an alternative software that integrates with other key council systems and is fit-for-purpose (see Section 2.1)	Yes	Prior to the consideration of predictive modelling software, Council will progressively improve the quality of its road data such that predictive analysis might be undertaken with some expectation of reliability. Procurement of predictive modelling software will again be reviewed in 2023. (Refer also the response to point 1 above)	1/12/2023	Yes		Council has entered into an agreement with neighboring councils Swan Hill and Buloke through the Rural Transformation Fund for a standardised asset management program.	15/12/2023	In progress	
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	4	provide communities with detailed information on service levels for road maintenance and collect their feedback at least once every two years (see Section 2.2)	Yes	Council is currently planning the review of its Road Management Plan. As part of this review, a redraft of service levels is proposed with the aim of improved community awareness and feedback. This process will have commenced by June 2021 and is aimed for completion by December 2021. The redrafted RMP will incorporate updated review and community feedback provisions	1/12/2021	Yes		Council has completed the review of our Road Management Plan.	1/12/2021	Complete	1/12/2021
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	5	set unit rates for reactive maintenance to: - determine the adequacy of planned maintenance in reducing reactive maintenance costs - compare costs of different road maintenance activities (see Section 2.3)	Yes	The implementation of a maintenance management system integrated with both finance and asset management systems will improve the understanding of maintenance effort, effectiveness, and efficiency. Such implementation is referred to the current draft asset management strategy and its action plan. Council will review its existing M MS arrangements for its adequacy to report reactive maintenance costs. A revised/new MMS will allow Council to better report and analyse costs and document unit rates. In the context of council's strategic asset management action plan, this is a low priority and set for 2023.	1/12/2023	Yes		Management actions specified at tabling still relevant	15/12/2023	In progress	
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	7	ensure data reported to Victorian Local Government Grants Commission and as part of the Local Government Performance Reporting Framework is accurate by: - complying with relevant instructions - establishing quality assurance processes over data collection and submission - periodically reviewing data to	Yes	Improved data accuracy will come from both the revised system (assessment manuals) and diligence in recording of asset data. Refer also 1 above. Improved data will be available in 2023. The document review (1 above) also seeks to review and redraft the suite of valuation processes that seek to better record and report asset inventory and valuations. Council will also seek to address the level of resources devoted to asset management.	1/12/2023	Yes		Agreed management actions specified at time of tabling still relevant	1/12/2023	In progress	

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					identify errors (see Section 3.1)									
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	8	identify, collect and internally report on data necessary to understand whether the council is achieving long-term value for money in road maintenance, including: - expenditure on planned and reactive maintenance - use of different seal types - amount of resealing completed (see Section 3.1)	Yes	Improved data acquisition (refer to response 1 above) and the implementation of a new/revised maintenance management system (refer to response 5 above) will provide Council with a body of data that can be reported to Council and analysed. Council will continue to provide flexibility within contractual arrangements to consider and use alternative seal types as and when they can demonstrate cost efficiency and effectiveness. Council has adopted and demonstrated that it achieves a near 15-year cycle (when including construction effort) in resealing treatments. Council considers this to be sound value for money and proposes to continue this practice.	1/12/2023	Yes		Agreed management actions specified at time of tabling still relevant	1/12/2023	In progress	
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	9	undertake self-assessments of the cost of road maintenance against similar councils by: - using publicly available data from Victorian Local Government Grants Commission and the Local Government Performance Reporting Framework - incorporating detailed analysis of factors such as traffic volume and road surface to understand whether costs are commensurate with community needs (see Section 3.1).	Yes	Council currently undertakes self assessment of the cost of road maintenance using publicly available data. Improvements to the value of such comparisons are expected following the implementation of the steps outlined in the responses 1, S and 7 above.	1/12/2022	Yes		Council has completed the review of the road management pan RMP. Council is currently reviewing the condition data provided by the consultant.	16/12/2022	In progress	
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	11	collect and retain data on compliance with timeliness standards in road management plans (see Section 3.2)	Yes	Council currently collects and retains data relating to compliance with its Road Management Plan (RMP). Council plans to review the RMP this year and aims to improve documentation, undertake an education program for system users, and improve compliance. Council intends to have the review started by July 2021 and be complete by December 2021.	1/12/2021	Yes		Council has reviewed its road management plan. As part of this review Council investigated compliance and timeliness of response. This information is retained in Councils asset management system, Confirm.	1/12/2021	Complete	1/12/2021
Gannawarra Shire Council	Maintaining Local Roads	2020-21	17/03/2021	12	establish performance measures for road management plans and use them to annually review performance and the practicality of standards set out in the plans (see Section 3.3).	Yes	As part of the RMP review referred to in response 11 above, revised performance measures will be drafted. Similarly, review measures will be drafted. Similarly, review processes within the plan intend that performance against the nominated measures will be reported annually to Council.	1/12/2021	Yes		Council has reviewed its Road Management Plan, however has not yet reported to Council on its performance.	23/12/2022	In progress	

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Goulburn Valley Health	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	1	That health services review processes to improve length-of-stay times for patients in triage category 3 ('urgent')	Yes	GV Heath has introduced streaming at the start of the 2015 calendar year where patients are identified at triage for their care pathway with an admission or non-admission focus. A trial of having senior medical staff at triage for RAPID assessment, has seen positive results in timelines and care outcomes. This will be expanded as recruitment of senior medical staff continues and recruitment is expected to be completed by the beginning of 2017. The triage education and competency package Is under review to ensure safe and accurate triage. Expected completion of the review Is in December 2016, Feedback from triage staff have indicated fatigue when allocated to triage for an 8 hour shift. It Is proposed that this role now be broken into designated time periods across the shift and Is currently being worked through with the Emergency Department. Telemedicine to 3 small rural Urgent Care Centres has commenced in July 2016 with an aim to reduce transfers to GV Health and activate care earlier. The short-stay unit admission process Is under review, due to the report findings indicating that GV Health has a lower than average admission rate, where there will be an Increased use of clinical pathways to guide admission and care.	1/12/2017	Yes		Nurse Practitioners employed with focus on triage categories 3-5	30/06/2020	Complete	30/06/2020
Goulburn Valley Health	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	3	That health services act to resolve Victorian Emergency Minimum Dataset audit findings in a timely way	Yes	In July 2016 GV Health introduced daily auditing of performance data. The results of this auditing have seen staff education focused on accurate documentation in both written and electronic format to ensure that the commencement and delivery of care is captured. Recent staff surveys and meetings have highlighted areas where team communication and targeted skill development will support earlier patient assessment and care commenced along with accurate data capture and entry.	26/10/2016	Yes		GVH has implemented the Daily Operating system to support patient flow across all areas	30/06/2020	Complete	30/06/2020

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Great Ocean Road Coast and Parks Authority	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	5	Assess the risks that coastal inundation and erosion hazards pose to coastal assets, using robust risk assessment practices that consistently apply AS/NZS ISO 31000:2009, including: · documenting the considerations, assessments, analysis and decisions that their assessments involve; · using available information to regularly review risks and monitor changes in risk ratings over time; · introducing triggers and monitoring information into their asset management and/or climate change activities as appropriate, to identify when to implement adaptation measures or revise their risk treatment approaches	Yes	1. Review the current Visitor Risk Management Framework to ensure compliance with required Standards (to ensure consistency with new work) 2. Complete a risk analysis, in priority order, of assets in revised Asset register and complete an initial prioritisation to assist with development of the long term asset management plan. 3. As is currently completed under the Visitor Risk Framework, develop and implement an annual asset audit program for review of risk status and provide necessary adjustments to asset management plan.	31/10/2018	Yes		1. Complete—the reviewed visitor risk framework now forms part of our OHS Management System and the inspections are now called Coastal Reserve and Caravan Park Inspections 2. In progress—DELWP funded a consultant to conduct a climate hazard assessment of coastal assets. While this assessment is complete, we have some outstanding questions that the consultant needs to address before it is finalised. 3. In progress—Work is ongoing to develop an asset management strategy and 4 asset management plans that will collectively address this action. To be completed during 2022-23. **Please note that the Great Ocean Road Coast and Parks Authority was established in December 2020. Land management of the Great Ocean Road coastal reserves is being progressively transferred to the Authority over several years and this has slowed implmentation progress against this recommendation.	30/06/2023	In progress	
Hindmarsh Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	1	Revise their governance and policy guidance for asset investment decision-making to ensure that it is evidence-based (see Section 3.2)	Yes	Prioritise the construction of Asset Management Plans for each Asset Class.	31/12/2021	Yes		Currently in draft form the full Asset Management Plan, Part A - GENERAL INFORMATION was adopted by Council, now in revision for adoption by Council prior to 1 July 2022. Part B - ROADS, PART C - BRIDGES, WIERS & MAJOR CULVERTS and PART D - BUILDINGS & OTHER STRUCTURES are in draft form to be adopted by Council by 1 July 2022. PART E - PATHWAYS was adopted by Council on November 2017 and now in revision to be readopted by Council prior to 1 July 2022.	1/07/2022	In progress	
Hindmarsh Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	2	Clearly determine and document the information that they need for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements needs are met (see Section 2.3)	Yes	HSC to continue to build on photographic evidence of asset conditions and ensure it is stored efficiently on the AMS.	Not specified	Yes		Dec 2019 - Building Condition report completed, listing conditions and defects to be undertaken. Maloney System Asset Condition Report Completed Dec 2021 with photographic evidence showing current asset data on road condition, forecast expenditure requirements to maintain condition ratings including pavement, re-seals, widening, construction presented to Council on 2 Feb 2022. Footpath condition assessment is budgeted for 21/22 to be completed by 1 July 2022	1/07/2022	In progress	
Hindmarsh Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	5	Identify their critical assets, and the potential risks of their failure, to inform investment priorities (see Section 3.4)	Yes	Work through each asset class to establish a list of probable critical assets and truth this with on-site inspections.	30/06/2021	Yes		Currently in draft form, the full Asset Management Plan with appendices including drainage will be presented to council for adoption prior to 1 July 2022 as per Local Government Act 2020. Road Management Plan completed in July 2021 and adopted by Council with intervention levels, and maintenance schedules to limit risk of failure in roads.	1/07/2022	In progress	

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Horsham Rural City Council	Reporting on Local Government Performance	2018-19	23/05/2019	6	Develop, monitor and report on performance indicators specific to their own services and community needs (see Section 3.2)	Yes	Council has a detailed Financial and Performance Reporting Framework and is currently in the process of developing a reporting schedule that seeks to identify output measures for all of council's services and the frequency with which they are reported within the organisation and to council and the community.	Not specified	Yes		The completion date of 31 December 2021 was missed as we undertook an extensive consultation process on the development of performance indicators. The consultation with coordinators and managers was carried out between September 2021 and 31 December 2021, taking longer than expected. The bottom up process was developed to culturally ingrain the idea of performance measurement. The process fleshed out existing available data currently underutilised, which is meaningful and easy to report without creating further burden on service delivery. As at this date approximately 110 draft indicators have been developed, with each department currently reviewing their performance measurement methodology and the proposed collection process. That review will be complete by 31 March 2022. Performance indicators will be presented for Executive Management Team review and approval on or about 5 April 2022.	12/04/2022	In progress	
Horsham Rural City Council	Reporting on Local Government Performance	2018-19	23/05/2019	7	Ensure strategic indicators in their annual reports communicate the outcomes of services for the community (see Section 3.2)	Yes	Council recognises that its strategic indicators within the Council Plan and as reported in the Annual Report are too specific to individual project delivery. Council will, in the next review of the Council Plan, seek to develop indicators that better communicate the outcomes and impacts of councils activities more broadly.	Not specified	Yes		Strategic Indicators are now included in Council's Annual Report within the Performance section, and communicate outcomes to the community along with percentage completed.	23/03/2021	Complete	23/03/2021
Horsham Rural City Council	Reporting on Local Government Performance	2018-19	23/05/2019	8	Regularly report performance information to council decision-makers (see Sections 2.3 and 3.2)	Yes	The reporting schedule under development within Council's Finance & Performance Reporting Framework will address this issue.	Not specified	Yes		Currently performance information is provided to decision makers, councillors and public quarterly. A new quarterly performance template has been designed to incorporate the new performance indicators following adoption.	30/06/2022	In progress	
Horsham Rural City Council	Reporting on Local Government Performance	2018-19	23/05/2019	9	Develop and report against targets for all performance indicators (see Sections 2.3 and 3.2)	Yes	Council is now in a position to understand what is achievable and to set appropriate targets, this is helped by the availability of multiple years of data and benchmarks from other councils.	Not specified	Yes		Currently performance information is provided to decision makers, councillors and public quarterly. A new quarterly performance template has been designed to incorporate the new performance indicators following adoption.	30/06/2022	In progress	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	1	Review and update their CCTV policies to address the requirements of the Privacy and Data Protection Act 2014 (see Section 2.2)	Yes	The formal adoption of a policy is the first step of its implementation within an organisation. Hume City Council, as an organisation, has a clear and articulated approach to effecting its CCTV Policy, these are: 1. Formal Policy adoption 2. Development of Standard Operating Procedures to support/implement the Policy. 3. Circulation to affected managers of the Policy and their obligations under the Policy and Standard Operating Procedures 4. Audit of existing CCTV cameras for compliance against the Policy. 5. Assessment of proposed sites for CCTV cameras against the Policy. 6. Upgrade, removal, installation of cameras, systems, signage etc. as recommended in the Audit and Assessment in 4 and 5 above, subject to budget/capital works approval. 7. Provide organisational	19/09/2019	Yes		Council's CCTV Policy was updated and was adopted by Council on 28 June 2021. The updated policy has a focus on privacy and addresses the requirements of the Privacy and Data Protection Act 2014. The Policy also addresses the recommendation of the VAGO report on the Security and Privacy of Surveillance Technologies in Public Places in relation to CCTV policies.		Complete	28/06/2021

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							(targeted training) education on the Policy and Standard Operating Procedures. Emphasis being on data (image) security and restricted access. 8. Compliance checking that the managers and delegated staff are: a. complying with the policy and standard operating procedures b. have developed local procedures to ensure data management security in accordance with the Policy and Standard Operating Procedures. 9. Review of the Policy and Standard Operating Procedures for currency and incorporate amendments into the Policy and Procedures with lessons learned. This may be carried out by Council's internal auditors or precede such an internal audit. Council is clear in its understanding that it has completed stages 1 – 6 and firmly plans to carry out stages 7 - 9. Council had always planned to carry out these last three stages; this was planned prior to VAGO advising that the Audit was occurring. That stages 7 and 9 have not yet been carried out is a matter of timing rather than omission. Council will now incorporate the recommendations of the report into its ongoing implementation (and review) of its CCTV Policy and Standard Operating Procedures. It is planned that this implementation and review will be completed within twelve months of the tabling of the report. I also wish to make a general comment regarding the report. Council views CCTV camera data, access and management within the totality of its information management policies and processes; in particular in how Council manages all personal and sensitive data it holds regarding individuals. Council will not develop separate processes specifically for CCTV data, it will rely on its existing policies and procedures for compliance with the Privacy and Data Protection Act 2014 viz. information technology security, risk assessments, complaints handling, request for access etc. Council will, upon review of these policies and procedures, in accordance with the recommendation within the report, reference their application to CCTV data collection and handing by Council.							
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	2	Assess all CCTV systems installed prior to the approval of a CCTV policy to ensure they comply with the policy (see Section 2.2)	Yes	Not specified	19/09/2019	Yes		This audit has not yet commenced. An audit of all CCTV systems will be planned for 2022/early 2023.	1/03/2023	In progress	

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Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	3	Assess the privacy impacts of proposals to install new or additional CCTV surveillance devices in public places (see Section 2.3)	Yes	Not specified	19/09/2019	Yes		Council's CCTV Policy was updated and was adopted by Council on 28 June 2021. The updated policy has a focus on privacy and addresses the requirements of the Privacy and Data Protection Act 2014. The Policy also addresses the recommendation of the VAGO report on the Security and Privacy of Surveillance Technologies in Public Places in relation to CCTV policies. As part of the Policy update new forms have been created which ask for details of the purpose of the installation of CCTV cameras. This is to ensure cameras are installed for a proper purpose and the access of data is done in accordance with the purpose in line with the Information Privacy Principles.		Complete	28/06/2021
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	4	Develop site-specific operating procedures for their corporate CCTV systems to reflect the requirements of the Privacy and Data Protection Act 2014 and their policies (see Section 2.2)	Yes	Not specified	19/09/2019	Yes		A standard operating procedure template has been developed, and site specific operating procedures will be developed as part of the review of all CCTV cameras against the updated Policy and the development of a regular audit program.	1/03/2023	In progress	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	5	Allocate responsibility for overseeing the operation of CCTV systems to an appropriate senior manager and implement regular reporting on key aspects of CCTV system use (see Section 2.4)	Yes	Not specified	19/09/2019	Yes		Council's CCTV Policy was updated and was adopted by Council on 28 June 2021. The updated policy has a focus on privacy and addresses the requirements of the Privacy and Data Protection Act 2014. The Policy also addresses the recommendation of the VAGO report on the Security and Privacy of Surveillance Technologies in Public Places in relation to CCTV policies. Council's Manager Governance has been allocated responsibilty for overseeing the operation of the CCTV systems at Council, and will be supported by the newly created CCTV Steering Group.		Complete	28/06/2021
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	6	Include a periodic audit of CCTV system use and data security in their forward internal audit programs (see Section 2.7)	Yes	Not specified	19/09/2019	Yes		An Internal Audit in relation to the management and use of CCTV is included in the upcoming Internal Audit 3 Year Program for March/April 2022/2023.		Complete	1/07/2021
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	7	Review and update the content and position of all signage in locations with corporate CCTV systems to reflect better practice (see Section 3.2)	Yes	Not specified	19/09/2019	Yes		Review and update of CCTV signage will occur at the same time as the assessment of the CCTV systems detailed in recommendation 2 above.	1/03/2023	In progress	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	8	Review and address access control and data security weaknesses for corporate CCTV systems (see Section 3.3)	Yes	Not specified	19/09/2019	Yes		An Internal Audit in relation to the management and use of CCTV is included in the upcoming Internal Audit 3 Year Program for March/April 2022/2023.	1/04/2023	In progress	

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LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	1	use findings from the Victorian Auditor-General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for council employees and workplaces (see Sections 2.1, 2.2 and 2.3)	Yes	Council will further analyse this data to better identify the areas of our workforce in which sexual harassment is at risk of not being reported. The findings of this work will better inform our actions to ensure that our policies, training and reporting lines are relevant to all facets of our workforce.	Not specified	Yes		Management actions specified at tabling still relevant	31/12/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	2	collect information about the prevalence and nature of sexual harassment at least once every two years by: - conducting workplace surveys - reviewing complaints information (see Section 2.6)	Yes	Council will continue to ensure that this information is collected as part of our annual engagement and alignment survey.	Not specified	Yes		Management actions specified at tabling still relevant	30/06/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	3	address the risk of sexual harassment by members of the public by: - ensuring sexual harassment policies, procedures and training explicitly cover sexual harassment from the public - regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment from the public (see Section 2.4).	Yes	Council will ensure that our patron code of conduct/ guidelines reiterate the expectation of our community to treat our employees and volunteers with respect and that sexual harassment from the community will not be tolerated. Our internal reporting policies will be updated to ensure that our workforce is aware they can report this behaviour internally.	Not specified	Yes		Policies are currently under review. Council are committed to updating both organisational policies and Council policies to reiterate expectations on Community members and to support staff to report the behaviour.	30/06/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	5	introduce a standalone sexual harassment policy that: - aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment—Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace - includes clear links to relevant council policies and procedures - covers the applicability of council policies to different roles and workplace settings, including councillors, customer-facing staff and members of the public - is searchable on council intranet sites or cloud software, and available in hard copy to all staff (see Section 3.1)	Yes	Council commits to the implementation of a standalone sexual harassment policy in accordance with the requirements listed above.	Not specified	Yes		Standalone policy is currently in draft form. Current sexual harrassment guidelines and procedures are outlined in our Preventing Bullying and Harrassment Poicy which will also be updated in line with the reccommendation.	30/06/2022	In progress	

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LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	6	introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it: - includes face-to-face or live online sessions for all staff and councillors at least once every two years (in addition to online modules) - covers safe strategies for bystander interventions - is tailored to the council's policies, procedures and workplace risk factors (see Section 3.2)	Yes	Council has already taken steps to ensure that our existing modules of training will be revised to ensure we have standalone sexual harassment content in line with our updated policies and procedures.This content will form part of our mandatory training suite and will be re-taken by staff on a two yearly basis.	Not specified	Yes		Training modules have been revised. Online training has been updated and is manditory for all new starters and is reassigned for completion every 2 years as a refresh. Face to face specific training will commence in 'covid norm' times in the near future.	31/12/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	7	communicate a culture of respect in the council by ensuring leaders model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate sexual harassment (see Section 3.3)	Yes	Council currently ensures that leaders actively demonstrate Council's values and act in line with the code of conduct. In addition to this, we will embed the above requirement into our annual code of conduct related content, to ensure that leaders are reiterating this message across our workforce.	Not specified	Yes		Management actions specified at tabling still relevant	31/12/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	8	encourage reporting of inappropriate behaviour by: - promoting formal and informal complaint channels - allowing for anonymous complaints (see Section 4.1)	Yes	As previously noted, a review of our policy and procedure will ensure we have formal, informal and anonymous reporting avenues to assist our entire workforce to be able to report sexual harassment in the workplace.	Not specified	Yes		Council have we have formal and informal avenues of reporting outlined in policy and procedures. Annonymous reporting mechanisms are being improved with external system options being explored to esnure staff are supported to report sexual harrssment.	30/06/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	9	improve record keeping of sexual harassment complaints by: - keeping complete records of all interactions relating to a complaint - documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers (see Section 4.3)	Yes	We currently maintain confidential records on complaints of this nature and will ensure that this continues in line with the findings of the audit and our updated policies in this space.	Not specified	Yes		Management actions specified at tabling still relevant	30/06/2021	Complete	30/06/2021
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	10	review complaint procedures to ensure they include: - a requirement to inform the complainant of the outcome of the complaint - guidance on how investigators can support reluctant complainants (see Section 4.2).	Yes	This information is part of our overall Grievance Management Procedure and will be incorporated into the standalone sexual harassment procedure that will be developed in accordance with previous comments above.	Not specified	Yes		Management actions specified at tabling still relevant	30/06/2022	In progress	
LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	11	ensure councillors receive training on sexual harassment at least twice per council term (see Section 3.2)	Yes	As part of the implementation of the sexual harassment standalone mandatory training for employees identified previously Council will ensure that this content is part of the Councillor mandatory training suite also.	Not specified	Yes		Management actions specified at tabling still relevant	31/12/2022	Not started	

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LaTrobe City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	12	ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including: - the council's employee assistance program - Councillor Code of Conduct dispute resolution processes - external complaint bodies (see Section 4.1).	Yes	Council will ensure that Councillors are aware of our policies and procedures regarding sexual harassment and the supports and options available to them if they experience sexual harassment. This will be reflected in our updated procedure regarding the management of sexual harassment.	Not specified	Yes		Management actions specified at tabling still relevant	31/12/2022	Not started	
Major Transport Infrastructure Authority	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	1	to the extent possible, collect and collate comprehensive, accurate, quantitative information, research and analysis to annually estimate and monitor the size and timing of resource shortages and risks across the government pipeline (see sections 2.1, 2.2, 2.3, 2.4 and 2.5)	Yes	MTIA will continue to work with the DTF and the Office of Projects Victoria as requested, to provide input on resource issues to support the monitoring of risks across the pipeline.	Not specified	Yes		Agreed management actions specified at time of tabling still relevant	Not specified	Not started	
Major Transport Infrastructure Authority	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	6	uses results from government pipeline modelling by the Department of Treasury and Finance and its Office of Projects Victoria and the Department of Jobs, Precincts and Regions to understand its workforce forecasts for the transport sector and revises its forecasts to make the differences between absolute and relative shortages clear (see Section 2.6).	Yes	MTIA will work with the relevant agencies to gain access to pipeline modelling to better understand the predicted demands across the key workforce risk areas.	30/06/2022	Yes		Agreed management actions specified at time of tabling still relevant	30/06/2022	Not started	
Major Transport Infrastructure Authority	Major Infrastructure Program Delivery Capability	2021-22	19/08/2021	11	coordinate, deliver and complete their strategies, actions and the committee work they lead by: documenting implementation plans that include tasks, responsibilities, budgets and timeline; setting objectives, measures, indicators and targets for what their strategies and actions aim to achieve; monitoring, reviewing and overseeing their progress and impact (see sections 3.3, 3.5 and 3.6).	Yes	Where appropriate, and as requestted, MTIA will continue to work with the relevant agencies in contributing to, and leading such strategies as required. MTIA will also continue to deliver their key strategies and intitiatives. These will include the development of the an Industry Workforce Strategy as requested by, and to align with the DoT Rail Skills Strategy currently being developed.	Not specified	Yes		Agreed management actions specified at time of tabling still relevant	Not specified	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	1	set and document timeframes to survey the condition of sealed and unsealed road networks with consideration of Australian Road Research Board's Best practice guide for sealed roads 2020 and Best practice guide for unsealed roads 2020 (see Section 2.1)	Yes	Maribyrnong City Council undertakes condition surveys every 4 years, which aligns with the ARRB best practice guides and coincides with the Local Government asset valuation requirement.	Not specified	Yes		Council has been undertaking cyclic condition assessments of its road network to inform road renewal and maintenance treatments. The latest assessment was undertaken in FY20/21 by ARRB utilising contemporary methods. The next road condition audit is scheduled for FY24/25. Council will continue to monitor innovation and technology in this area and utilise that in future initiatives.	30/06/2022	Complete	30/06/2021

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Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	2	review road surveying methods and consider options to incorporate technologically advanced surveying equipment (see Section 2.1)	Yes	Council recently awarded road condition audit contract to ARRB. ARRB proposed vehicle mounted surveying, however were unable to secure one for this contract due to time constraints. Council will incorporate this in the subsequent condition audits starting in 2024/25.	30/06/2024	Yes		Council has been undertaking cyclic condition assessments of its road network in recent years to inform road renewal and maintenance programs. The latest assessment was undertaken in FY20/21 by ARRB using contemporary methods. The next road condition audit is scheduled for FY24/25 which will include vehicle mounted surveying. Council will continue to monitor innovation and technology in this area and utilise as appropriate in future assessments.	30/06/2024	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	3	review specifications of current predictive modelling software for roads and evaluate the need to procure, or jointly procure with other councils, an alternative software that integrates with other key council systems and is fit-for-purpose (see Section 2.1)	Yes	Council currently uses predictive modelling software to develop road renewals program. Council will seek for partnership with other Councils and explore available systems that is capable of integrating with Council's corporate system whilst delivering sound predictive modelling.	1/06/2022	Yes		Council has purchased the Assetic Asset Management Software Suite which includes a predictive modelling module. Initial review of current predictive modelling has taken place for local roads which is being used to prioritise capital and maintenance programs.	30/06/2022	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	4	provide communities with detailed information on service levels for road maintenance and collect their feedback at least once every two years (see Section 2.2)	Yes	In place. Council does provide a six monthly report to its Audit and Risk Committee on compliance with Road Management Plan. Council also collects data through annual community satisfaction survey on road maintenance	Not specified	Yes		In place. Council provides a six-monthly report to its Audit and Risk Committee on compliance with the Road Management Plan. Council also collects data through the annual community satisfaction survey on roads and is currently finalising a 10-Year Asset Plan in line with the requirement of the LGA2020 which will incorporate a deliberative engagement process with the community regarding provision of assets across the municipality.	1/06/2023	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	5	set unit rates for reactive maintenance to: - determine the adequacy of planned maintenance in reducing reactive maintenance costs - compare costs of different road maintenance activities (see Section 2.3)	Yes	In place. Council entered panel service arrangement for reactive maintenance in 2019 based on schedule of rates through competitive tendering process. Council will develop a procedure to review reactive maintenance cost on roads with high maintenance requirement against planned maintenance.	1/06/2022	Yes		Unit rates for planned and reactive road maintenance activities are based on contractor tendered rates. Unit rates are updated following tendering process. The new Tender for Civil Maintenance activities is being advertised mid-April 2022.	30/06/2022	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	7	ensure data reported to Victorian Local Government Grants Commission and as part of the Local Government Performance Reporting Framework is accurate by: - complying with relevant instructions - establishing quality assurance processes over data collection and submission - periodically reviewing data to identify errors (see Section 3.1)	Yes	Council will develop internal procedure (manual) to provide information to LGPRF and ensure compliance with the data collection requirements. Procedure to be reviewed no later than every 4 years	1/06/2022	Yes		Council currently prepares documentation for VGC and LGPRF annually, and regularly reviews the data so it is accurate and complies with the requirements of the VGC. Council will develop internal procedure (manual) to provide information to LGPRF and ensure compliance with the data collection requirements. Procedure to be reviewed not later than every 4 years.	29/10/2021	Complete	29/10/2021

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Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	8	identify, collect and internally report on data necessary to understand whether the council is achieving long-term value for money in road maintenance, including: - expenditure on planned and reactive maintenance - use of different seal types - amount of resealing completed (see Section 3.1)	Yes	Council will develop procedure to collect reactive maintenance data from annual inspection to ensure planned maintenance is informed in part by reactive maintenance needs. Use of seal types are currently based on industry best practice guidelines. However, Council seeks proposals from contractors on recycled/sustainable products that meets State road authority's technical specification. Council will develop a process to cohort Councils to ensure value for money.	1/06/2022	Yes		Value for money is determined for planned and reactive road maintenance activities during periodic, (3 year), Tender review process. Council is developing an internal procedure to provide information to LGPRF. Procedure scheduled for completion 30 June 2022.	30/06/2022	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	9	undertake self-assessments of the cost of road maintenance against similar councils by: - using publicly available data from Victorian Local Government Grants Commission and the Local Government Performance Reporting Framework - incorporating detailed analysis of factors such as traffic volume and road surface to understand whether costs are commensurate with community needs (see Section 3.1).	Yes	Council will investigate the opportunities to collaborate/joint procure for resurfacing of sealed roads with other adjacent Councils to ensure competitive unit rates Council currently engages external consultants to provide details on asphalt treatment requirements that considers traffic volume, traffic type and speed limit. This process gives assurance that technical specifications of planned maintenance reflects the community and user needs.	Not specified	Yes		Council maintains an estimating database based on past projects and industry rates, and our schedule of rates incorporate the use of recycled materials to reflect community needs and meet targets set in Council's Environment Strategy. Council will investigate the opportunities to collaborate/joint procure for resurfacing of sealed roads with other adjacent Councils to ensure competitive rates. Review other like Councils VGC Rates. Council currently engages external consultants to provide details on asphalt treatment requirements that considers traffic volume, traffic type, and speed limit. This process gives assurance that technical specifications of planned maintenance reflects the community and user needs.	30/06/2022	In progress	
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	10	document all council decisions about road maintenance, including decisions to defer resealing (see Section 3.1).	Yes	The decisions to defer resealing of roads are made in different circumstances, like State Government's Major Projects overlap (West Gate Tunnel utility works, and rapid deterioration of other sections of road where program needs to be reshuffled for budget requirements. Maribyrnong City Council will prepare a list of roads for resealing based on predictive modelling for four years. Any decisions to defer resealing will be recorded in the forward renewal program with proposed year to be undertaken. The forward renewal program will be recorded in Council's Electronic Document Management System and only relevant officers will be authorised to make changes.	30/06/2021	Yes		Deferment of road resurfacing/resealing is based on cumulative agreement by all internal stakeholders. Council's road programs and prioritisation for resurfacing/resealing works can be impacted by State Government Major Projects (e.g. West Gate Tunnel), utility upgrade works and changing local road priorities following detailed inspections. All reasons for any decisions made are recorded in TRIM folder by authorised personnel only. Further review of documentation will be undertaken as part of council's ongoing Capital Expenditure Program development and prioritisation of works.	30/06/2021	Complete	2/06/2021
Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	11	collect and retain data on compliance with timeliness standards in road management plans (see Section 3.2)	Yes	Council's current system collects and retains the data for both compliances and non-compliances with the Road Management Plan.	Not specified	Yes		Data is retained in corporate Authority system. Annually reported to Audit and Risk Committee.	14/12/2021	Complete	14/12/2021

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Maribyrnong City Council	Maintaining Local Roads	2020-21	17/03/2021	12	establish performance measures for road management plans and use them to annually review performance and the practicality of standards set out in the plans (see Section 3.3).	Yes	Council's current Road Management Plan does not have a performance measure. A percentage based compliance measure will be incorporated in the next review (due 30 June 2021). Compliance with RMP is a departmental action and is quarterly reported to Council's Corporate Performance team and six monthly to Council's Audit and Risk Committee	1/06/2021	Yes		Council's Road Management Plan (RMP) sets a periodic review every 4 years. The most recent prescribed interval review of the RMP was in June 2021. It indicated that the adopted RMP in relation to its standards of inspection, repair and maintenance, are both satisfactory and reasonable having regard to the appropriate policy and budgetary settings in which the plan is considered. Council will continue to monitor the RMP to ensure it reflects current industry standards and community expectations. Compliance with the RMP is a departmental action and is quarterly reported to Council's Corporate Performance team and six monthly to Council's Audit and Risk Committee.	1/06/2021	Complete	1/06/2021
Maribyrnong City Council	Public Participation and Community Engagement: Local Government Sector	2016-17	10/05/2017	1	That all councils assess their public participation policies and associated resources against the International Association for Public Participation (IAP2) model, update them as necessary, and promote their use throughout the council	Not specified	Since the adoption of Maribyrnong City Council's public participation policy in 2014 the IAP2 model of engagement has been increasingly recognised as best practice and as such has been steadily adopted and integrated into Council's engagement processes, despite it not having been directly referenced in the 2014 policy. Maribyrnong City Council is relatively unique in its model of a centralised business unit dedicated to community engagement. Rather than relying on individual units to take up planning for engagement based on a framework and staff handbook, staff in the centralised unit are trained in the IAP2 model and stay up to date with best practice. This unit works with other business units to identify best methods for engagement, ensure stakeholder identification is carried out and consultation is promoted through communication channels.	Not specified	Yes		The Community Engagement Policy adopted in March 2021 specifically underscores the best practice engagement approach identified under IAP2 principles. Council re-engaged with its community in August 2021 to confirm implementation reflected the agreed approach outlined. Council further endorsed the Policy October 2021, with minor modifications post this second round of community conversations. The Policy has been rolled out across the organisation and underpins all engagement activities.		Complete	19/10/2021
Melbourne Health	Clinical Governance: Health Services	2020-21	24/06/2021	6	Provide updates on the implementation status of recommendations and actions in response to incidents at each board quality and safety subcommittee meeting, which, at the minimum, include: -reporting on recommendations that are overdue (not applicable for Ballarat Health Services) -reasons for delays in completing recommendations -actions taken to address delays	Not specified	Provide implementation status of recommendations as suggested within the VAGO recommendation to each board quality and safety meeting.	31/08/2021	Yes		Updates on the implementation status of recommendations and actions in response to incidents are provided at the Board quality and safety subcommittee		Complete	31/12/2021
Melbourne Health	Clinical Governance: Health Services	2020-21	24/06/2021	8	Analyses common contributing factors to less serious incidents and reports its findings to its board quality and population health subcommittee at least every six months.	Not specified	Analysis of less serious incidents reported to the board quality and population health committee post implementation of the VHIMS 2 and with the first six months of VHIMS 2 data.	31/08/2021	Yes		This is part of the RMH Quality Plan. The aim is to include this data as a tab in Health Intelligence patient safety application. This will provide themed data and enhance the ability to analyse common contributing factors. Design to be completed by end of April. Date of completion relates to the ability to do this post VHIMS2 implementation and to have 6 months of comparable data.	31/08/2022	In progress	

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Melbourne Health	Clinical Governance: Health Services	2020-21	24/06/2021	13	Increase staff capacity and capability to meet timeliness requirements for completing incident investigations.	Not specified	To improve our capability we are scheduling internal learning packages for our staff. This will increase the pool of internal members and chairs for reviews. All Quality Improvement Consultants involved in facilitating incident reviews are up to date in their training requirements. We are awaiting the commencement of the advanced virtual training package by SCV. This is not available currently.	28/02/2022	Yes		Have met with other health services to discuss how they manage their reviews/staffing allocation. The implementation of VHIMS 2 will assist in developing reports on closure rates within 30 working days for ISR 3 & 4 and 50 days for ISR 1 & 2. This will then give a baseline for capacity. Capability - intention for all QIC's to attend SCV training (when available), Internal IDCR training, writing skills workshop, practical sessions on real time completion of fishbone and RCA tools. Delay with COVID and VHIMS2 implementation that took more time than anticipated.	30/06/2022	In progress	
Melbourne Health	Clinical Governance: Health Services	2020-21	24/06/2021	14	Undertakes thematic analyses of less serious incidents every six months at a minimum and includes them in its clinical incidents themes and trends report to its board quality and population health subcommittee.	Not specified	Analysis of less serious incidents reported to the board quality and population health committee post implementation of the VHIMS 2 and with the first six months of VHIMS 2 data.	31/08/2021	Yes		This is part of the RMH Quality Plan.The aim is to include this data as a tab in Health Intellegence patient safety application. This will provide themed data and enhance the ability to analyses common contributing factors.Design to be completed by end of April. Date of completion relates to the ability to do this post VHIMS2 implementation and to have 6 months of comparable data.	31/08/2022	In progress	
Melbourne Health	Clinical Governance: Health Services	2020-21	24/06/2021	17	Include impact assessments as a standard requirement of action plans following serious incident investigations, and provide guidance to staff on appropriate measures to assess impact.	Not specified	We score all our recommendations against the SCV strength of recommendations (weak to strong). As serious incidents are low volume (often unique) events it is not possible to predict the impact of a single recommendation. We therefore use the strength of the recommendation as a measure of whether it will prevent the incident from occurring again. We would identify repeat incidents via our usual monitoring systems. This would be the way we provide guidance to staff on the robustness of the recommended measures. To our knowledge SCV does not have a guideline on the measurement of impact.	Not specified	Yes		The impact assessment methodology has been requested from SCV to determine the full feasibility of this recommendation.	Not specified	Not started	
Melbourne Health	Clinical Governance: Health Services	2020-21	24/06/2021	18	Report the results of impact assessments in serious incident action plans to their board quality and safety subcommittees so they can be assured that recommendations have been effective.	Not specified	We score all our recommendations against the SCV strength of recommendations (weak to strong). As serious incidents are low volume (often unique) events it is not possible to predict the impact of a single recommendation. We therefore use the strength of the recommendation as a measure of whether it will prevent the incident from occurring again. We would identify repeat incidents via our usual monitoring systems. This would be the way we provide guidance to staff on the robustness of the recommended measures. To our knowledge SCV does not have a guideline on the measurement of impact.	Not specified	Yes		More guidance has been requested from SCV on this recommendation.	Not specified	Not started	

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Melbourne Health	Victorian Public Hospital Operating Theatre Efficiency	2017-18	18/10/2017	11	Formalise governance policies to guide decision-makers when allocating theatre resources between emergency and elective surgery and between surgical specialities	Did not respond	Did not respond	Did not respond	Yes		The "Allocation of Elective and Emergency Time" Procedure is now published and available to staff.		Complete	30/07/2021
Melbourne Water	Monitoring Victoria's Water Resources	2015-16	25/05/2016	1	That DELWP, in conjunction with Melbourne Water and the Environment Protection Authority Victoria, lead action to improve the governance of long-term water quality monitoring programs across the Port Phillip and Western Port catchment region by: · establishing a cross-agency committee to coordinate and oversee long-term water quality monitoring programs for the region · developing an overarching monitoring, evaluation and reporting framework for long-term water quality monitoring in the Port Phillip and Western Port region · developing agreements that facilitate the effective and efficient sharing of data · reviewing the quality assurance processes supporting data collection, collation and analysis to ensure consistency with better practice principles · exploring the feasibility and options of developing a publicly accessible report card system that coordinates the publishing of all relevant physico-chemical, biological and recreational water quality monitoring results and analysis across the region.	Yes	Not specified	Not specified	Yes		Melbourne Water has worked with EPA and DELWP (as the lead) to coordinate the development and implementation of the governance arrangements identified in the reported action. The last ten years of Melbourne Water's historical data for 134 water quality monitoring sites has been uploaded into the DELWP Water Management Information System, to ensure the community is able to access it easily. Melbourne Water will continue to work with EPA, DELWP and others to contribute to the governance of long-term water quality monitoring programs across the Port Phillip and Western Port catchment region.		Complete	30/06/2021

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Melbourne Water	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	3	Identify control system asset security vulnerabilities and risks at the detailed level (see Section 2.5)	Yes	Not specified	Not specified	Yes		(1) MW has purchased and deployed a software application that provides both an asset view and a vulnerability view of OT assets. Status - Complete (2) In response to the VAGO audit, MW created a detailed Remediation Implementation Plan to address the identified opportunities. Each action of the plan is registered in the MW Risk register together with assigned owners, due dates for tracking and closing of each component of the overall plan. Status - Complete (3) The MW Security Information and Event Management (SIEM) tool and associated processes has been extended to the OT environment. The extent and coverage of the OT environment continues to be enhanced. Status - Complete (4) MW continues to implement anti-malware technology which helps detect and prevent malicious code being executed and allows auditing of running processes on Workstations and Servers. We are continuing to roll out additional controls to the OT environment with an expected completion date of Sept 2022. Status – In progress	30/09/2022	In progress	
Melbourne Water	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	4	Design, build and maintain a security architecture proportionate to risk that is based on leading industry security standards for control systems (see Section 2.5)	Yes	Not specified	Not specified	Yes		(1) An investigation of MW firewall security was completed. The solution has been implemented. Status - Complete (2) System Hardening guidelines have been created based on CIS Benchmarking standards for OT network devices and switches. Status - Complete (3) Security is engaged in new OT system projects, covering new and modifications to Control System network designs. Status - Complete (4) Standards for OT network installations have been developed. Status - Complete (5) In the development of the design of Melbourne Water's next generation SCADA environment, OT architectures are being aligned with industry standards to ensure cyber-security is integrated into the environment. This is a multi-year commitment which will continue to consider the evolving landscape associated with security in the OT environment. Status – Complete		Complete	4/03/2022

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Mercy Health	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	1	That health services review processes to improve length-of-stay times for patients in triage category 3 ('urgent')	Did not respond	Did not respond	Did not respond	Yes		In addition to previously reported management actions the following work has been completed: - Recruited an additional overnight Registrar in the Emergency Department to support decision making and patient flow - A waiting room nurse position has been implemented to support and manage attendance demand. This role supports the triage nursing and medical team to manage surges in demand which then in turn impacts on the length of stay times for all patients, including Category 3 - Additional Allied Health roles, from all disciplines including physiotherapy, OT, and social work have been implemented and these roles support early review and intervention in a patient population with increasing complexity - A whole of Hospital Project Lead has been appointed to support improvement work around ED access and patient flow which includes improvement in LOS times for patients in triage category 3. This position has lead a full review of the ED Model of Care, benchmarking with comparative Victorian Public Sector ED's and two NSW ED's who have managed increasing demand utilising innovative models of care		Complete	5/01/2022
Metropolitan Waste and Resource Recovery Group	Recovering and reprocessing resources from waste	2018-19	6/06/2019	19	Review and revise the infrastru cture capacity analysis in the Metropolitan Waste and Resource and Recovery Implementation Plan to plan and prepare for c urrent and future waste infrastr ucture needs for metropolitan Melbourne (see Section 4.3)	Yes	The scheduled review of the MWRRIP 2016 will incorporate infrastructure capability analysis. Report end 2019 Publicise report on the review including recommendations to meet future waste infrastructure needs. MWRRIP 'Mli update the Plan as necessary and in accordance with all statutory expectations	31/12/2020	Yes		The MWRRIP review was completed by Dec 2020, by: • assessing progress against six key actions through targeted consultation • evaluating the Local Buffer Support program • conducting food and green waste generation and processing capacity • conducting analysis of current and future capacity of MRF and reprocessing infrastructure • conducting analysis of transfer station and resource recovery centres. Further work on the review ensured alignment with Recycling Victoria and Infrastructure Victoria's Advice on recycling and resource recovery infrastructure. MWRRG Board endorsed the review and the report was shared with relevant stakeholders. The Victorian Recycling Infrastructure Plan review is in progress – due for completion by mid-to-end 2022 (after waste Act and Authority is established) Key findings were: • most resource recovery streams have capacity to accommodate projected volumes • a landfall capacity shortfall will occur by 2026 • increased capacity will be required to cater for the introduction of more municipal food waste recycling. Recycling Victoria commits to building on our infrastructure planning framework, reviewing the Victorian Recycling Infrastructure Plan	30/12/2020	Complete	31/12/2021

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											plans so that it plans for the long-term needs of all waste streams (including haz waste) and builds in important contingency planning. Action 7.2 – Plan for recycling infrastructure over the long term			
Metropolitan Waste and Resource Recovery Group	Recovering and reprocessing resources from waste	2018-19	6/06/2019	20	Develop and implement action plans to improve the recovery of resources from commercial and industrial waste (see Section 2.5)	Yes	Finalise C& I Strategy (3 year). Finalise C&I Project plan 19/20 focussing on recovery of plastics and food waste. MWRRG would require additional resources through budget bids.	31/05/2020	Yes		Recycling Victoria makes a range of commitments to increase the recovery of C&I waste, including: • 80% recovery rate • Action 1.1 – CE Business Innovation Centre • Mandatory separation of waste MWRRG's Commercial and Industrial waste and resource recovery strategic directions report is complete. The report was informed by research and analysis of food, plastic and paper and cardboard waste streams, which make up over 50% of C&I waste sent to landfill in metropolitan Melbourne. MWRRG completed a technical report based on analysis of C&I waste from waste audits undertaken by MWRRG and SV. The report will inform government and industry on waste management challenges in the hospitality and food hospitality sector. Its release has been timed to ensure alignment with the implementation of Recycling Victoria and launch of CEBIC initiatives.	30/12/2020	Complete	31/12/2021

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Metropolitan Waste and Resource Recovery Group	Recovering and reprocessing resources from waste	2018-19	6/06/2019	21	Expand its capacity-building initiatives to support c ouncils in developing the skills of staff to plan and deliver waste services (see Section 2.5)	Yes	Finalise 2019-2021 Business to enhance activities to deliver training and capacity building in Advanced Waste Processing, land use planning, FOGO MUDs, Illegal dumping. MWRRG would require additional resources through budget bids.	31/05/2020	Yes		Local Government will be comprehensively supported to build staff skills in waste and recycling, as part of the kerbside reform program recycling roll out. Action 5.1 – Household Recycling reforms MWRRG's 2020-2022 Business Plan was endorsed by MWRRG Board, and is in final approval stage for publication. One key strategic initiative for 2020-22 is to help councils build their ability and confidence to respond to change and deliver improved infrastructure and services. MWRRG's AWP procurement project has significantly progressed to the assessment of 3 tenders and continues to support the 16 south-east councils understanding and plans to establishing an AWP facility. In 2020 MWRRG co-ordinated multiple events to support councils to develop their transition plans for kerbside reform, and provide an overview of the proposed RV Education and Behaviour Change programs at MWRRG's Ed Net meetings. MWRRG's CLEAN network continues to co-ordinate and educate councils and other agencies and community groups on the best approach to addressing litter and illegal dumping. MWRRG will continue to collaborate with SV to deliver Ed Net meetings to support councils to apply the Know your Recycling research insights into their local campaigns to reduce contamination & advise on councils' training needs and ways to measure effectiveness of their programs for reducing contamination and changes in behaviours. MWRRG will identify opportunities for collaboration and engage with councils on SV Campaign Labs to promote capacity building in campaign management.	30/12/2020	Complete	31/12/2021
Metropolitan Waste and Resource Recovery Group	Recovering and reprocessing resources from waste	2018-19	6/06/2019	22	Develop an evaluation and mo nitoring framework to effectivel y monitor, evaluate and report on progress and outcomes of its waste instruments, for example, the Metropolitan Waste and Resource and Recovery Implementation Plan and the Commercial and Industrial Waste Strategy, ensuring that each has targets based on sound evidence and assumptions, performance measures, and regular public reporting on individual action items and the objectives identified in waste instruments (see Section 2.3).	Yes	Develop agreed Evaluation Framework with SV and WRRGs to apply consistently across all state-wide and regional plans	30/06/2020	Yes		A comprehensive framework to monitor all aspects of Recycling Victoria, including the infrastructure planning framework will be established. As Regional Waste and Resource Recovery Implementation Plans are to be integrated into a new Victorian Infrastructure Recycling Plan (VRIP), MWRRG continues to support the lead agency, SV , to develop the VRIP and will incorporate the Metropolitan Waste and Resource Recovery Implementation Plan (MWRRIP). MWRRG reports annually the progress of all actions in our Business Plan, including supporting activity for Recycling Victoria actions. In collaboration with the 6 regional WRRGs, MWRRG is developing a Recycling Victoria Evaluation Plan to monitor and report on progress of RV-related outcomes, indicators and targets. This plan is scheduled to be	30/12/2020	Complete	31/12/2021

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											submitted to the Sustainability Fund in March 2021.			
Mildura Base Public Hospital	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	1	That health services review processes to improve length-of-stay times for patients in triage category 3 ('urgent')	Did not respond	Did not respond	Did not respond	Yes		The working party continues. There is still impacts of COVID-19 patient presentations. The following actions are completed. Strategies with Ambulance Victoria have been implemented to transfer non urgent COVID positive patients in more timely fashion, we have also implemented a permanent onsite non emergency transfer vehicle including to NSW care facilities which has improved flow through ED. We have an additional triage nurse on am shift which is increasing triage time and allowing for re-triaging of patients.	1/04/2022	Complete	1/10/2021
Mildura Base Public Hospital	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	2	That health services develop a whole-of-hospital commitment to improve emergency department patient flow into and out of in-patient wards, to reduce length of stay for admitted patients	Did not respond	Did not respond	Did not respond	Yes		Wards have electronic Journey boards identify long stay patients to provide medical, nursing and allied health focus for improved LOSPatient Flow Liaison nurse (1 FTE) established to assist with complex discharges and improve flow through in patient areas. Long Stay Patient meeting were established and conducted weekly to review all patients with extended LOS and review plans for patient these are currently on hold and their reintoridction is under review. There is both a multidisciplinary and Allied Health Discharge huddle to review patients and assist with transition of care, to assist with flow. The re-establishment of a Discharge lounge to support early discharge and patient flow. Community Service/ Better Care at Home programs have been resourced with a dedicated medical staff to further support patient care and review. Introduction of organisational wide Daily Operating System (DOS) meeting – known as Pulse. Assisting with organisational wide awareness of capacity, demand, and staff issues that impact patient flow Review of Medical workforce resulting in a additional resoucing to junior medical staff	5/05/2021	Complete	5/05/2021

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											workforce, impacting on medical review , completion of mediation discharge scripts and timely discharge. These additional juniro medical staff have allowed for increased medical resource after hours and weekends. Further review of medical workforce is underway.			
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	1	Revise their governance and policy guidance for asset investment decision-making to ensure that it is evidence-based (see Section 3.2)	Yes	Revising governance and policy guidance for asset investment decision-making to instruct that it is evidence-based.	31/05/2021	Yes		Review Capital Works Policy and Guidelines and implement project management system to address shortcomings in evidence on investment proposals.	31/12/2021	Complete	31/12/2021
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	2	Clearly determine and document the information that they need for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements needs are met (see Section 2.3)	Yes	Determining and documenting the information that we need to effectively report on our assets and make appropriate decisions, including ensuring DRFA needs are met.	31/05/2021	Yes		Expand draft Data Management Guidelines to incorporate reporting requirements.	31/12/2021	Complete	31/12/2021
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	3	Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information (see Section 2.4)	Yes	Establishing more consistent and systematic process for data collection on all asset classes to a level commensurate to the criticality of the asset, and implement these processes to collect this information.	31/05/2021	Yes		Data Management Guidelines being developed to ensure consistency in data management processes, including capture. Draft is currently being finalised for review and endorsement INT-202137450	30/06/2022	In progress	
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	5	Identify their critical assets, and the potential risks of their failure, to inform investment priorities (see Section 3.4)	Yes	Identifying critical assets and the potential risks of failure to inform investment priorities.	31/05/2021	Yes		Critical assets and risk of failure need to be populated into asset system to ensure a consistent approach in recording these assets. This is a large scale project and is currently in progress (part of Asset Management Strategy action).	31/12/2022	In progress	
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	6	Integrate asset management planning into financial planning cycles and processes to ensure councils balance asset investment needs against their objectives and funding constraints (see Section 3.3)	Yes	Integrating asset management planning into financial planning cycles and processes.	31/05/2021	Yes		Formalise and coordinate asset management planning and financial planning cycles. This is being addressed through work on the integrated planning and reporting framework.	30/06/2022	In progress	
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	7	Evaluate their capability, including resource, skills and training to meet their identified asset management needs, potentially using the National Asset Management Assessment Framework (see Section 3.2 and Section 3.5)	Yes	Evaluating our capability, including resource, skills and training to meet identified asset management needs, using the National Asset Management Assessment Framework, by establishing clear roles and responsibilities in asset management and the skills necessary to undertake these roles.	Not specified	Yes		Assign asset management roles and responsibilities to positions across the organisation, and develop a skills matrix to identify any gaps in skills that need to be addressed.This project has commenced under the AM Steering Group, however timeframes will need to be extended due to meeting requirements under Local Government Act 2020 (resource limitations). INT-202130355.	31/12/2022	In progress	
Mitchell Shire Council	Public Participation and Community Engagement: Local Government Sector	2016-17	10/05/2017	2	That all councils build monitoring, reporting and evaluation activities into their public participation activities	Not specified	Not specified	Not specified	Yes		Council approved a Community Engagement Policy in October 2020 as per legislative requirements and has this incorporated into all consultation.		Complete	19/10/2020

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Mitchell Shire Council	Public Participation and Community Engagement: Local Government Sector	2016-17	10/05/2017	3	That all councils develop and document comprehensive public participation plans and their outcomes	Not specified	Not specified	Not specified	Yes		as above		Complete	19/10/2020
Moira Shire Council	Delivering Local Government Services	2018-19	19/09/2018	1	Implement an integrated service planning and review framework that: -includes a clear relationship between the services the council delivers and the objectives outlined in its council plan -links service objectives to identified community needs -describes how services will be supported with appropriate assets and infrastructure -identifies service standards and performance measures -includes benchmarking to enable comparison with other councils' performance -investigates ways to achieve cost efficiencies through alternative service delivery models, such as shared service arrangements or outsourcing -includes mechanisms to ensure that the level of service and mode of service delivery are regularly reviewed (see Sections 2.2, 2.3, 2.4, 3.3 and 3.5)	Yes	Moira Shire remains committed to continuous improvement of service planning, review and evaluation. While a detailed Council-wide service review in 2016 resulted in a number of cost savings and efficiencies, Moria Shire accepts the recommendations of a more formalised and structured approach linked to asset management, linking service objectives to community needs, and benchmarking.	Not specified	Yes		Service Planning Framework was adopted by the Executive Leadership Team in October 2021 that documents Councils strong commitment to continuously plan, review and improve its services. In line with the Service Planning Principles, Council will ensure community expectations and standards are met in a cost-effective manner, and that service outcomes are aligned to Council's long-term strategic objectives and comply with relevant legislation and policy. Councils corporate planning software program has been developed to include a module for Service Reviews and Service Planning.	30/06/2022	In progress	
Moonee Valley City Council	Reporting on Local Government Performance	2018-19	23/05/2019	6	Develop, monitor and report on performance indicators specific to their own services and community needs (see Section 3.2)	Yes	Moonee Valley City Council will investigate the use of the service planning process to develop additional indicators in other service areas.	Not specified	Yes		Council commenced its service planning project in Q1 2021/22 and is working toward adopting a service planning methodology by end current financial year. We are currently working on a service list and service catalogue. The development of service indicators will form part of this project.	31/12/2022	In progress	
Moonee Valley City Council	Reporting on Local Government Performance	2018-19	23/05/2019	9	Develop and report against targets for all performance indicators (see Sections 2.3 and 3.2)	Yes	As established in the report LGV plans to introduce targets from 2020-21. Moonee Valley looks forward to working with LGV to establish meaningful targets.	Not specified	Yes		Targets have been set for each LGPRF indicator in accordance with LGV guidance. LGPRF indicators are maintained in Pulse Corporate Planning module.	31/10/2021	Complete	31/10/2021
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	1	use findings from the Victorian Auditor-General's 2020 Sexual Harassment in Local Government survey to identify and act on risk factors for council employees and workplaces (see Sections 2.1, 2.2 and 2.3)	Yes	Consider all findings and work with the Executive and Branch managers to identify and act on risk factors. As a first step, the action items below demonstrate a willingness to strengthen Councils commitment in ensuring provision of a positive workplace for all employees and councillors.	Not specified	Yes		Completed (Ongoing) This recommendation consolidates the next 10 recommendations and will be ongoing. Council will continue to work with the Executive and Branch managers to identify and act on risk factors and look at ways to strengthen Council's commitment ensuring provision of a positive workplace for all employees and councillors.		Complete	1/03/2021

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Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	2	collect information about the prevalence and nature of sexual harassment at least once every two years by: - conducting workplace surveys - reviewing complaints information (see Section 2.6)	Yes	Human Resources Unit to work with Organisational Performance Branch to collect information about sexual harassment at work least once every two years by: - Incorporating relevant questions into staff culture or staff engagement surveys and exit surveys - Reviewing complaints information to identify trends. Explore ways councillors can be incorporated for survey question of this nature.	30/06/2021	Yes		Completed Sexual harassment at work questions were included in the organisation wide staff engagement survey on 30 June 2021 and will be included in each upcoming survey. In addition, the organisation wide Gender Equality (People Matter) Survey for local government 2021 included questions pertaining to sexual harassment. A custom item in the staff survey included the question: I understand how to make a report of bullying, sexual harassment or discrimination in the workplace. 70% of respondents strongly agreed; which was higher than the benchmark result against other Local Governments of 59% (insync staff survey). In our gender equality survey (people matters) 76% of respondents said they felt safe to speak up against and challenge inappropriate behaviour (sexual harassment) in the workplace. This result was also higher than the benchmark result against other Local Governments of 70%. Councillors will be considered for participation in future surveys in 2022. Human Resources will review complaints on an annual basis for assessment and analysis of any identified trends and to inform further awareness, training and/or education on sexual harassment in the workplace		Complete	1/06/2021
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	3	address the risk of sexual harassment by members of the public by: - ensuring sexual harassment policies, procedures and training explicitly cover sexual harassment from the public - regularly communicating to customers and staff that the council does not tolerate any form of sexual harassment from the public (see Section 2.4).	Yes	Human Resources Unit to update relevant policies, procedures and training to explicitly cover sexual harassment from the public. Human Resources Unit to work with Communications Unit to prepare regular communication to customers and staff messaging that council does not tolerate any form of sexual harassment from the public.	31/05/2021	Yes		Completed The risk of sexual harassment by members of the public has been included in the 'prevention of sexual harassment in the workplace' policy. Sexual harassment by members of the public has also been addressed on Council's website and will be included annually in communication to the community. A community message during the 16 days of activism from 28 November 2021 – 10 December 2021 has been scheduled to further promote this message.		Complete	1/03/2021

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Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	5	introduce a standalone sexual harassment policy that: - aligns with the Victorian Equal Opportunity and Human Rights Commission's Guideline: Preventing and responding to workplace sexual harassment—Complying with the Equal Opportunity Act 2010 and the Victorian Public Sector Commission's Model Policy for the Prevention of Sexual Harassment in the Workplace - includes clear links to relevant council policies and procedures - covers the applicability of council policies to different roles and workplace settings, including councillors, customer-facing staff and members of the public - is searchable on council intranet sites or cloud software, and available in hard copy to all staff (see Section 3.1)	Yes	Human Resources Unit to work with the Executive to consider a standalone sexual harassment policy. Notwithstanding the above, the Human Resources Unit will update relevant policies and training to ensure it is understood that sexual harassment is unlawful under the Equal Opportunity Act 2010. Human Resources Unit to update Council relevant policies and to ensure training informs employees and councillors that sexual harassment may have legal consequences for the harasser and Council by referencing that sexual harassment is unlawful under the Equal Opportunity Act 2010 in our policy and training. Update intranet in a way that allows a user to search the term 'sexual harassment' on council's intranet.	31/05/2021	Yes		Completed A standalone 'prevention of sexual harassment in the workplace' policy which aligns to current legislation, references customer facing staff, members of the public and links to relevant council policies and procedures has been approved by the CEO. The policy is now available to all staff and has been communicated to both the Safety Action Group and Consultative Committee members. Various communication channels are being followed to raise awareness of the new policy including lunchtime information sessions to be held in the first half of 2022. The session that was scheduled for 9 December 2021 did not go ahead due to low attendance numbers due to leading into Christmas. Further training opportunities are being explored for all staff. The staff policy is available on the intranet and will be available hard copy when staff return to the office i.e. staff noticeboards and lunchrooms as appropriate.		Complete	1/03/2021
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	6	introduce mandatory training on sexual harassment, or improve existing training, so that at a minimum it: - includes face-to-face or live online sessions for all staff and councillors at least once every two years (in addition to online modules) - covers safe strategies for bystander interventions - is tailored to the council's policies, procedures and workplace risk factors (see Section 3.2)	Yes	Human Resources Unit to work with key stakeholders to review training methods and develop a plan for delivery in 2021 (and ongoing) to better utilise and/or offer alternative training methods to promote Councils Appropriate Workplace Behaviour Policy and other relevant policies.	28/02/2021	Yes		Completed The HR team has worked with the Organisational Performance team to establish how we can utilise and/or offer alternative training methods to promote Councils 'Prevention of sexual harassment in the workplace' Policy and Appropriate Workplace Behaviour Policy and other relevant policies. This work will now be ongoing and continue as the new policies are implemented and updated. Bystander training is now a mandatory requirement for all leadership roles, with enhancements made in the training to include specific bystander interventions for sexual harassment. This training was conducted face to face and virtually between December 2020, June 2021 and November 2021. 7 Councillors have participated in the following online training: - Compliance Essentials Australia - Sexual Harassment in the Workplace 6.0 - Compliance Essentials Australia - Anti-discrimination and Equal Opportunity 6.0 The remaining 4 Councillors were followed up in November 2021 and February 2022.		Complete	1/12/2021
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	7	communicate a culture of respect in the council by ensuring leaders model respectful behaviour at all times and communicate to all staff at least annually that the council does not tolerate	Yes	Moreland has a separate training course for bystander interventions, however, this is not compulsory for staff and is not specific to sexual harassment. Human Resources to consider further promotion of bystander training and updating content to include	30/06/2021	Yes		Completed All staff communication was completed by 31 May 2021, now ongoing annually. Since VAGO's report the CEO has communicated to the organisation on several occasions outlining Council's commitment to a harassment free workplace.		Complete	1/06/2021

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					sexual harassment (see Section 3.3)		sexual harassment. Consideration for mandatory training for people leaders.				This is now scheduled to occur each December.			
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	8	encourage reporting of inappropriate behaviour by: - promoting formal and informal complaint channels - allowing for anonymous complaints (see Section 4.1)	Yes	Regularly communicate to staff and councillors about our policies on sexual harassment and promote complaint channels. Provide training for managers on how to respond to complaints of sexual harassment. Human Resources Unit to work closely with Organisational Performance Branch to ensure people managers are trained in their ability to respond effectively to a complaint of sexual harassment relating to a staff member they supervised. Human Resources Unit to consider updating relevant policies i.e. dispute resolution policy to allow for anonymous complaints.	30/06/2021	Yes		Completed (Ongoing) Training for managers on how to respond to complaints of sexual harassment that was originally scheduled for February 2022 has been rescheduled due to other conflicting priorities. Training dates have now been rescheduled for the first half of 2022. This will incorporate new policy and procedures to be tailored for our organisation. Promoting informal and informal complaint channels for allowing anon complaints has been completed. This is addressed in the new Prevention of Sexual Harassment in the Workplace Policy and will be further addressed in staff training opportunities. In addition, the Dispute Resolution Policy has been updated to allow for anonymous complaints. Communication to staff and councillors about policies on sexual harassment is scheduled throughout 2022.		Complete	1/03/2022
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	9	improve record keeping of sexual harassment complaints by: - keeping complete records of all interactions relating to a complaint - documenting decisions to not investigate complaints or to stop investigations, including the rationale for the decision and the name and role of decision makers (see Section 4.3)	Yes	Human Resources Unit to update internal central registry with specific categories to easily identify complaints of sexual harassment in lieu of filing complaints of sexual harassment under broader labels such as 'conduct' or 'harassment' this will assist Council to identify trends in sexual harassment. Human Resources Unit to improve processes for keeping complete records of complaints through to resolution including documenting rationale for not investigating complaints or not continuing with an investigation.	31/01/2020	Yes		Completed Internal policies and processes have been updated to better document sexual harassment complaints. The Human Resources case management tracking sheet has also been updated to also capture this information.		Complete	1/12/2021
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	10	review complaint procedures to ensure they include: - a requirement to inform the complainant of the outcome of the complaint - guidance on how investigators can support reluctant complainants (see Section 4.2).	Yes	Human Resources Unit to update complaint procedures to ensure the complainant is provided with an outcome of the complaint and provide further guidance on how investigators can support reluctant complainants.	31/05/2021	Yes		Completed Internal processes have been documented to ensure the complainant is provided with the outcome of the complaint. Guidance on how investigators can support reluctant complainants will be included in the training referenced in item 6.		Complete	1/03/2021
Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	11	ensure councillors receive training on sexual harassment at least twice per council term (see Section 3.2)	Yes	Human Resources Unit to work with the Corporate Governance staff responsible for organising training for new councillors to ensure sexual harassment training is delivered at least twice per council term. Councillors to receive training link to update their training in sexual harassment.	31/05/2021	Yes		Completed Councillors were provided with a link to complete online sexual harassment training. 4 Councillors remain outstanding and were followed up on 11 November 2021. The training link is scheduled to be sent to councillors every two years.		Complete	1/12/2021

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Moreland City Council	Sexual Harassment in Local Government	2020-21	9/12/2020	12	ensure councillors are informed of their internal and external options for sexual harassment support and complaints, including: the council's employee assistance program; Councillor Code of Conduct dispute resolution processes; external complaint bodies (see Section 4.1).	Yes	Human Resources Unit to work with the Corporate Governance to ensure Councillors are informed of their internal and external options for sexual harassment support and complaints in line with the training above.	31/05/2021	Yes		In progress Elements of the recently developed and implemented prevention of sexual harassment in the workplace policy will be integrated into the existing Councillor Code of Conduct as an attachment. Councillors will be invited to attend a separate training session (similar to people leaders' session but without some of the staffing elements), that has been scheduled for the first half of 2022 to outline information, process and reporting expectations.	30/06/2022	In progress	
Mornington Peninsula Shire Council	Council Libraries	2019-20	13/11/2019	1	Improve library service planning by: documenting service plans conducting detailed and regular community consultation to understand community expectations for library services linking delivery of library services to identified community needs and overall council objectives (see Sections 3.3 and 3.4)	Yes	Implement a community consultation process, to develop a libraries strategy to be included in the Shire Council Plan objectives. Review every 2 years through a consultation process.	30/06/2021	Yes		Improvement of library services, including documenting service plans and consultation is being conducted as part of continuous improvement. The service profile has been finalised and confirmed and the operating model review has been completed. Libraries have now transitioned to this new operating model. Mobile library & click and collect community survey has been completed and was presented to Council in September 2021. The model going forward is a hybrid service model with both click and deliver and mobile library.		Complete	30/09/2021

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Mornington Peninsula Shire Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	1	Consult with water authorities, the Environment Protection Authority, the Department of Environment, Land, Water and Planning, and other key stakeholders in undertaking integrated water cycle management planning processes for their municipalities so that the management of domestic wastewater risks is not planned in isolation of the management of stormwater, floods, alternative water supplies and drinking water supplies (see Section 5.8)	Yes	MPSC is addressing this through it's Smart Water Plan (attached) and participation in regional Integrated Water Management Frameworks. This is outlined in the WMP 2018-2023 Background Paper: The Integrated Water Management Framework for Victoria was released by the State Government in September 2017 and aims to help government, the water sector and the community work together to better plan, manage and deliver water in Victoria's towns and cities. The Framework outlines how greater community value can be delivered by consistent and strategic collaboration within the water sector – including water corporations, local governments and catchment management authorities – and through their links with organisations involved in land use planning. This Framework utilises the knowledge and experience of water sector organisations in applying integrated approaches to water cycle planning. Affordable and effective wastewater systems is one of the five water-related outcomes in the framework. Integrated water management (IWM) forums will identify, coordinate and prioritise IWM opportunities. MPSC is a member of the Dandenong and Western Port IWM Forums. The Strategic Direction Statement from both the Dandenong and Western Port Forums are now prepared and ready for review and endorsement. The proposed Strategic Direction Statement (SOS) for the Western Port Forum includes: Monitoring Septic Tank Systems (WPS); Recycled Water to Tyabb and Somerville (WP14); and Recycled Water to the Mornington Peninsula Hinterland (WP15) This recommendation will also be addressed in the Shire's Climate Change Community Engagement Strategy, specifically in Action 3 (draft attached).	Not specified	Yes		MPSC is addressing this through it's Smart Water Plan and participation in regional Integrated Water Management Frameworks. This is outlined in the WMP 2018-2023 Background Paper. This recommendation will also be addressed in the Shire's Climate Change Community Engagement Strategy, specifically in Action 3. Two Officers have now commenced to work on the implementing the Domestic Wastewater Management Plan which addresses this recommendation. SEW were consulted as part of developing the Domestic Wastewater Management Plan. Given that relevant water authority was consulted as part of developing the Domestic Wastewater Management Plan.		Complete	30/09/2021
Mornington Peninsula Shire Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	2	Implement a rolling annual program of compliance inspections in high-risk properties and townships to bring onsite systems in line with permit and/or policy requirements and follow-up noncompliance (see Section 3.3)	Yes	MPS acknowledge that ongoing compliance inspections of onsite wastewater systems will be effective in reducing environmental and health impacts. The draft WMP 18 addresses this recommendation as part of Strategy 4, and Strategy 10, as per below. Strategy 4. Implement comprehensive risk assessment and monitoring program 4.2 Mail-out to all owners of properties with OWS requesting that OWS be serviced and pumped out (unless recent receipt provided). Will need to stagger letters to spread the load on contractors. Follow up in accordance with wastewater compliance policy. 4.3 Undertake site inspections of OWS based on risk assessment, and with a priority	31/12/2018	Yes		Two new officers (12 months full time) commenced in August 2021 and they are completing inspections and wastewater sampling and waterway testing. The annual compliance program has been developed which focuses on high risk properties and inspections have been underway since November 2021 - easing of Covid restrictions.		Complete	30/11/2021

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							on recently sewered areas, with compliance action in accordance with Wastewater Compliance Policy. 4.4 Conduct sampling of OWS to assess compliance with EPA treatment standards. Strategy 10. Focus on High Risk Catchments 10.1 Developed detailed action strategies to focus on high risk catchments. As part of the development of the draft WMP18, MPSC have identified the risks posed by each individual property from onsite wastewater systems, based on: - Soil type, slope and area of property - System type, age - Distance to waterways, bores The compliance inspections will prioritise higher risk properties and localities. MPSC also notes that the effectiveness of compliance audits would be significantly increased with a change in legislation that would allow older style permits without conditions requiring maintenance to be revoked and replaced with permits with conditions consistent with the Code of Practice and the MPS wastewater policy. In the current situation, there is a high onus of proof on councils to demonstrate system failure despite there being no regular maintenance of a system (unless the permit has specific maintenance conditions). With regard to inspections in recently sewered areas (backlog and ECO) MPSC regularly liaises with SEW regarding pro-active education, compliance and enforcement activities in these areas. These activities will continue to be programmed based on several factors including environmental and public health risks, previous water sampling results, type and age of septic systems, sewer connection rates, and the capacity of local sewerage infrastructure.							

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Mornington Peninsula Shire Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	3	Develop and implement a data management plan to collect accurate information on the number, location and performance of onsite systems—data collection should be prioritised using a risk-based approach to identify areas for collection based on highest to lowest risk (see Section 2.2)	Yes	MPSC acknowledge that there are gaps in the data available with regard to onsite wastewater systems. In particular, there are approximately 15,000 systems with a permit that is not electronically recorded on the council's databases. MPS believes that there are minimal benefits from including all available details of these older style permits on the electronic database, and do not currently have plans to upload each permit onto the database. MPS acknowledge that there are benefits to identifying the location of all properties with onsite wastewater systems, and including their service history. The draft WMP18 includes one over-arching strategy and several specific actions to address the data gaps and improve data management, as per table below: Strategy 2. Further develope information management systems 2.1 Develop and implement an incentive strategy to promote the uptake of Septic Track (ST) e.g. a published list of "Approved Service Agents". Strategy to be implemented through the Shire's Wastewater Management Policy Continue to encourage, through education and incentives, wastewater contractors to adopt Septic Track. 2.2 Modifications to MPS property and rating database (CI) to record inspections, service and pump-outs of OWS. Include data on building age in application to assist with risk assessment. (pending IT review) 2.3 Use SEW data for tracking septage disposal compared with Septic Track. 2.4 Obtain on-going funding for Septic Track (current funding until 30/6/2020) 2.5 Ensure SEW sewerage connection data is updated regularly on GIS and CI is revised to allow wastewater status to be recorded. SEW data to include properties with sewer available and any future sewer areas. 2.6 Groundwater bore data from SRW or WG linked to GIS 2.7 Amend Shire vendor statements to include wastewater status. Advocate to State Government for amendments to the Sale of Land Act (S.32) 2.8 Include process for cancelling permits when sewer connected 2.9 Develop process for transferring OWS permits when property sub-divided (pending MPS IT review) 2.10 Move to paperless application process for OWS. (pending MPS IT review)	31/03/2020	Yes		MPSC acknowledge that there are gaps in the data available with regard to onsite wastewater systems. In particular, there are approximately 15,000 systems with a permit that is not electronically recorded on the Council's databases. At the moment we use septic track which is a mobile app and real time data is received as the septics are serviced, this process misses the septics that aren't serviced. We are currently out to tender for a new CRM/PRB system to assist in collecting data as a long term solution.	30/06/2024	In progress	

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Mornington Peninsula Shire Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	4	Develop an education plan to inform property owners of their responsibilities and requirements to maintain and upgrade their onsite systems as required, which must include an evaluation framework to assess its effectiveness (see Section 3.5).	Yes	It is recognised that awareness of the responsibilities associated with owning and operating an OWS will directly contribute to its effective functioning and reliability. Education and communication programs have been introduced over the past several years, through the Wastewater Officer Action Plan and the 2015-2018 DWMP. MPSC will be continuing and enhancing the education and communication actions that have been undertaken since 2015, and this is an identified Strategy of the draft WMP18, as documented below. MPSC have identified a need to enhance and expand its wastewater communications plan as a key action of the WMP18. This plan will include an evaluation framework to assess its effectiveness. Strategy 1. Continue to educate community on the management of OWS 1.1 Continue and enhance the wastewater communications plan to encourage OWS maintenance and connection to sewer where available, as well as on protection of groundwater and safe use of bore or recycled water 1.2 Include dedicated education of property agents and owners/managers of short term rentals regarding management of OWS in holiday rentals in communications plan 1.3 Measure the effectiveness of the wastewater communications plan 1.4 Liaise with industry associations, SEW and State (EPA/DELWP) to fund and develop materials (e.g. YouTube video) for generic on-site wastewater education, annual newsletter, school education, fact sheets for wastewater industry 1.5 Annual updates (and training if required) for industry stakeholders 1.6 Share educational materials for wastewater management at regional forums and through professional organisations	30/12/2019	Yes		A winter education plan has been developed which involved information on system maintenance and this is advertised on our website, media release and social media platform. The summer education plan has just been completed. A communications plan has been developed which incorporates the education plan and policy review. The promotion to the community includes the contact details of the Waste Water Officers that they can contact directly.		Complete	28/02/2022

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Mornington Peninsula Shire Council	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	4	Address the gaps in their asset management practices against Victoria's Asset Management Accountability Framework requirements and guidance and strategically target their asset funding, including, where relevant: · identifying all the assets they are responsible for; · using information on asset risks from coastal inundation and erosion hazards to help target their asset management priorities and funding decisions, in conjunction with other defined prioritisation criteria	Yes	The MPSC foreshore risk assessment project conducted in 2014-15 identified a large number of coastal assets with spatial and attribute data collected. Following this assessment, it has been observed that a number of coastal protection assets (e.g. rock revetments, seawalls etc) remain unaccounted for and as such, MPSC will proactively conduct a gap analysis to audit coastal protection assets along the coastline within Shire, and proactively collaborate with State authorities and Committees of Management and to share coastal protection asset information. The gap analysis is to be a high-level assessment conducted as a desktop audit, with on-site verification performed as required. The level of information to be captured will be limited to spatial and attribute data, and on-site photographic imagery (where sufficient pedestrian access is available). The newly captured data, coupled with existing data in the Shire's asset management system, will serve as the basis for future discussions around clarification of responsibilities, aiding long and short-term asset planning, and for the formation and implementation of coastal protection asset risk migration strategies. THe analysis is anticipated to be completed by 30 June 2018. MPSC also acknowledges the new Marine and Coastal Act is being developed and is expected to address further gaps, and assist in developing regional and strategic partnerships to manage ageing coastal infrastructure now and into the future.	30/06/2018	Yes		All built assets in Foreshore reserves are recorded in Council's Asset Management system with basic attributes and spatial data. A gap analysis has been undertaken to identify Shire assets and assets where ownership is unclear. Further progress is now dependent on outcomes of the State government projects regarding Port Phillip Bay Coastal Hazard Assessment and finalisation of Coastal and Marine Strategy. The Shire's 'Asset Management Policy', strategy and plans are currently being updated. This includes a review of Victoria's Asset Management Accountability Framework. This recommendation has informed the Asset Management Strategy and policy review and will inform the upcoming Mornington Peninsula Coastal Strategy and any local master plans.	30/06/2023	In progress	

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Mornington Peninsula Shire Council	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	5	Assess the risks that coastal inundation and erosion hazards pose to coastal assets, using robust risk assessment practices that consistently apply AS/NZS ISO 31000:2009, including: · documenting the considerations, assessments, analysis and decisions that their assessments involve; · using available information to regularly review risks and monitor changes in risk ratings over time; · introducing triggers and monitoring information into their asset management and/or climate change activities as appropriate, to identify when to implement adaptation measures or revise their risk treatment approaches	Yes	MPSC notes that the responsibility for recommendation 5 has been acknowledged by DELWP as a state-wide issue (not local) and as such it is the driving body in partnership with Melbourne Water for development of the Port Phillip Bay Coastal Hazard Assessment (PPB-CHA). MPSC has a strong interest in working through ways to better assess risks to assets posed by coastal inundation or erosion hazards and as such a senior MPSC officer has accepted a position on the Project Control Board. Following the outcome of the assessment, which includes the mapping of inundation areas in Port Phillip Bay, it is anticipated that the information will inform planning decisions and on-ground management options. Once the PPB-CHA is finalised the MPSC may consider the possibility of introducing a system of risk assessment. This may include analysis, documentation and review of coastal inundation and erosion hazards.	Not specified	Yes		The risks associated with coastal inundation and erosion hazards are extensive. The ongoing risk assessment and management of this influences: 1. emergency/event response and public safety management, 2. ongoing maintenance and management of our coastline and the existing natural and built assets, and 3. forward planning, with consideration to the most up to date climate change predictive scientific data regarding sea level rise, storm surges, inundation, and the relationship with flood events and stormwater flows. Two key State Government resources, yet to be finalised and released, that relate to this are: 1. Draft Marine and Coastal Strategy and 2. Port Phillip Bay Coastal Hazard Assessment (PPCHA). These reports will assist to inform the future approach to managing and planning for coastal assets. In addition to these State governments reports, the assessment of coastal risk has been undertaken within our region via detailed localised plans including Western Port Coastal Villages Study, Rye, Safety Beach and Mount Martha Coastal Processes studies, and numerous geotechnical studies. Further to this DELWP assessment reports have been undertaken and are shared with Council to inform decision making and management. At a regional level an Asset Vulnerability Assessment of Councils buildings, roads and drainage assets have also been considered in relation to differing climate scenarios. At a catchment level flood mapping of the region has also been undertaken which identifies the areas vulnerable to flooding from storm events. These are known to closely interact with our coastal environments and assets. A broader strategy regarding Mornington Peninsula's Coastal resilience and adaptation has commenced. This is in alignment with the Victorian Resilient Coast project. This will include the management of coastal risk. A desk top gap analysis of all available coastal risk data is also proposed for 22/23 FY, pending Council budget approval. Please note that changes in legislation and the development of new Policies at a State level have led to uncertainty around roles and responsibility for the funding and management of actions between State and Local governments.	30/06/2023	In progress	

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Municipal Association of Victoria	Local Government Insurance Risks	2018-19	25/07/2018	10	As soon as practicable, undertake an open and transparent tender for Liability Mutual Insurance's service provider, run in accordance with Victoria's best practice procurement guides in effect at that time (see Section 3.4)	Yes	Agreed. As noted in the audit finding, the MAV Insurance Board has resolved to tender for the LMI scheme's service provider before the current contract concludes in 2022. As an interim measure, the MAV Board has resolved that an improved performance and assurance framework for the service provider be implemented during the remainder of the service provider's term. This is currently being implemented, with PwC commissioned to provide expert independent advice.	30/06/2021	Yes		The LMI service provider is currently being procured in line with the recommendation with a public RFT issued on 1 December 2021 and responses submitted by 25 January 2022. It is anticipated that the service provider procurement process will be resolved at the April 2022 meeting of the MAV Board, with a new contract or contracts effective from 2 July 2022.	2/07/2022	In progress	
Municipal Association of Victoria	Local Government Insurance Risks	2018-19	25/07/2018	14	Review and evaluate its pricing model for Liability Mutual Insurance to ensure that premium pricing decisions are applied consistently to councils and are supported with robust evidence and documentation (see Section 3.3)	Yes	Agreed. MAV will undertake an review of LMI's pricing model.	28/02/2019	Yes		The pricing review for the LMI scheme was completed and implemented prior to the 30 June 2021 renewal.	30/06/2021	Complete	30/06/2021
Municipal Association of Victoria	Local Government Insurance Risks	2018-19	25/07/2018	16	Review the Liability Mutual Insurance scheme's governance to ensure the Municipal Association of Victoria Insurance Board and the scheme's management are accountable to members (see Section 3.4)	Yes	Agreed. The MAV will undertake a review of the scheme's governance to establish whether the MAVIB and the scheme's management are appropriately accountable to members given MAV's responsibility as the AFSL holder and its legislative responsibility for the scheme's operation.	31/12/2020	Yes		The MAV is currently undertaking a Rules review, which will consider the overarching governance structures that apply to the MAV, inclusive of insurance functions. The recommendation is being progressed via this and other mechanisms. Formally commencing in November 2021, the MAV Rules review involves a comprehensive deliberative engagement process with the membership and will culminate in new Rules being submitted for adoption at a Special MAV State Council scheduled for September 2022. A relevant issue being considered as part of the rules review is the skills and composition of the MAV Board, particularly with reference to its commercial functions. In addition to the rules review, MAV is also working with member councils (via the LMI Reform Working Group) on a review of the structural options of LMI, which is relevant to the governance structures and accountability to members and includes consideration of governance reform options.	1/03/2023	In progress	

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Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	1	Revise their governance and policy guidance for asset investment decision-making to ensure that it is evidence-based (see Section 3.2)	In principle	Not specified	Not specified	Yes		Implement a new Asset Information Management System (AIMS) that models an optimal expenditure forecast against service levels over 20 year plus horizons and determine investment decisions in line with future service levels. The system will use evidence-based (asset condition, function, risk and community needs) data, conform with the NAMS practice note guidelines for asset assessments and become a single source of asset data truth for Council. This will provide Council with the ability to inform stakeholders with transparent "what if "scenarios of budgets vs outcomes, optimising and planning capital works program establishing Council's Long Term Financial Plan in line with Vic Regulations. The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS carries an extended completion timeframe.	31/01/2022	In progress	
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	2	Clearly determine and document the information that they need for effective asset reporting and decision-making, including ensuring Disaster Recovery Funding Arrangements needs are met (see Section 2.3)	In principle	Not specified	Not specified	Yes		The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS and development of related documentation carries an extended completion timeframe. Asset Management Plan's (AMP) to reference NDRRA and supporting information required. Plans to be adopted in accordance with the Local Government Act 2020.	30/06/2022	In progress	
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	3	Establish more consistent and systematic processes for data collection on all asset classes to a level commensurate to the criticality of the asset and implement them to collect the information (see Section 2.4)	In principle	Not specified	Not specified	Yes		The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS carries an extended completion timeframe. Acquire and implement a new Asset Information Management System (AIMS) to capture asset maintenance and failure information consistently.	31/01/2022	In progress	
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	4	Integrate asset management information systems so staff can easily record and access data to enable analysis for planning and decision-making (see Section 2.6)	In principle	Not specified	Not specified	Yes		The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS carries an extended completion timeframe. Acquire and implement a new AIMS that integrates with corporate applications.	31/01/2022	In progress	

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Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	5	Identify their critical assets, and the potential risks of their failure, to inform investment priorities (see Section 3.4)	In principle	Not specified	Not specified	Yes		The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS carries an extended completion timeframe. Acquire and implement a new AIMS with capability to capture and analyse asset maintenance, failure and risk.	31/01/2022	In progress	
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	6	Integrate asset management planning into financial planning cycles and processes to ensure councils balance asset investment needs against their objectives and funding constraints (see Section 3.3)	In principle	Not specified	Not specified	Yes		The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS carries an extended completion timeframe. Acquire and implement a new AIMS with prediction modelling, funding optimisation, integrated project and capital works management and financial planning capabilities.	31/01/2022	In progress	
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2018-19	23/05/2019	7	Evaluate their capability, including resource, skills and training to meet their identified asset management needs, potentially using the National Asset Management Assessment Framework (see Section 3.2 and Section 3.5)	In principle	Not specified	Not specified	Yes		The audit has been used as a reference to the Transformation at Nillumbik projects, including the implementation of the AMS. Due to the magnitude of the project, the implementation of the AMS carries an extended completion timeframe. Develop resource capability plans for asset data analysis and usage of new AIMS.	31/01/2022	In progress	
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	1	set and document timeframes to survey the condition of sealed and unsealed road networks with consideration of Australian Road Research Board's Best practice guide for sealed roads 2020 and Best practice guide for unsealed roads 2020 (see Section 2.1)	Yes	Northern Grampians Shire Council (NGSC) surveys both sealed and unsealed road condition once every four years to collect condition data to influence future road treatments. These inspections are also a requirement for accessing emergency disaster funding. Last assessment was completed in July 2018 and the next survey is due December 2022. These inspections are outsourced from specialist who use state of the art equipment to achieve the best results. These requirements are documented in our Asset Management Framework internal site, which was last updated July 2020.	1/07/2020	Yes		Agreed management actions specified at time of tabling still relevant		Complete	28/02/2022
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	2	review road surveying methods and consider options to incorporate technologically advanced surveying equipment (see Section 2.1)	Yes	As part of the surveys mentioned in item 1, NGSC invites specialist companies through Council procurement processes, to carry out these works. In 2012 NGSC initiated advance surveying system on assets and Council has since continued that same advance surveying system in 2018. To further improve the knowledge of its asset condition Council engaged a specialist company to do a depth testing on a sample of its unsealed roads in 2018. This is consistent with ARRB best practice guides.	1/06/2019	Yes		Agreed management actions specified at time of tabling still relevant		Complete	28/02/2022

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Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	3	review specifications of current predictive modelling software for roads and evaluate the need to procure, or jointly procure with other councils, an alternative software that integrates with other key council systems and is fit-for-purpose (see Section 2.1)	Yes	NGSC is looking into its current predictive software provider and understands it can integrate with the Asset data base. This advancement in system is not only significantly costly but also a significant project ensuring the systems and data can work together. The integration has been highlighted to be the next step in system development and this project needs to be developed further. NGSC is also open to other options like joint procurement, to bring the costs down.	1/06/2023	Yes		Management actions specified at tabling still relevant	1/06/2023	Not started	
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	4	provide communities with detailed information on service levels for road maintenance and collect their feedback at least once every two years (see Section 2.2)	Yes	Council is in the process of reviewing its Asset Management Plan and Road Management Plan. During this process it is intended to engage the community regarding level of service to ensure that the product is agreeable between the two parties (Council and the community). Asset Management Plans will be reviewed annually to ensure they remain current, and Council intends to seek community engagement in that review biannually.	1/12/2021	Yes		Agreed management actions specified at time of tabling still relevant	Not specified	In progress	
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	5	set unit rates for reactive maintenance to: - determine the adequacy of planned maintenance in reducing reactive maintenance costs - compare costs of different road maintenance activities (see Section 2.3)	Yes	Council monitors its grading of unsealed roads and tracks the extent of roads graded vs the cost of the work performed. This provides Council an indicative idea of the cost of work and has already seen significant correction in it grading practices due to this. It is Council's long-term plan to be able to monitor all maintenance work in a comparable way. NGSC is evolving its use of the maintenance module of the Asset Management Information System (Assetic Cloud). The use of this module is providing the capacity to gather an enormous amount data which can be used to influence future works, including unit rates for individual work tickets undertaken. As Council's maturity evolves with the system our aim is to have the system provide relevant data to assess the adequacy of its process including unit cost monitoring for reactive works.	1/06/2024	Yes		Agreed management actions specified at time of tabling still relevant	1/06/2024	In progress	
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	7	ensure data reported to Victorian Local Government Grants Commission and as part of the Local Government Performance Reporting Framework is accurate by: - complying with relevant instructions - establishing quality assurance processes over data collection and submission - periodically reviewing data to identify errors (see Section 3.1)	Yes	NGSC has Ascetic Cloud as an only source of true data for all assets. When reporting on Asset data, both Finance and Asset teams are involved. This is to ensure that the information communicated is consistent and accurate. Furthermore, the information is quality checked by the managers of the two departments.	1/06/2020	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/06/2020

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Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	8	identify, collect and internally report on data necessary to understand whether the council is achieving long-term value for money in road maintenance, including: - expenditure on planned and reactive maintenance - use of different seal types - amount of resealing completed (see Section 3.1)	Yes	Through an annual assessment of Council performance against its Asset Management Plan Council intends to monitor its performance and allow Council to continually review its proportional Planned and Reactive spend. This performance monitoring is planned to be based on the Conditional, Functional and Utilisation service level requirements. Furthermore, the regular asset condition assessments will be used to determine the appropriateness of the road degradation graphs and by doing this Council can determine if treatments are acting as intended throughout the life of the asset.	1/06/2021	Yes		Agreed management actions specified at time of tabling still relevant	Not specified	In progress	
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	9	undertake self-assessments of the cost of road maintenance against similar councils by: - using publicly available data from Victorian Local Government Grants Commission and the Local Government Performance Reporting Framework - incorporating detailed analysis of factors such as traffic volume and road surface to understand whether costs are commensurate with community needs (see Section 3.1).	Yes	Council has access to public data made available by the Grants Commission and Local Government Performance Reporting Framework and intends to bring this data into its Asset Management Planning Review process mention in Item 8. Council takes a designed approach to the treatment of its roads and being a small rural Council, therefore achieving greater value for money is second nature This means that the treatment a road receives is always based on the need, considering traffic load and type. At this point Council does not assess its design standards used to determine the treatment, against simi lar councils but will be a consideration in the development in the Road Management Plan and Asset Management Plan review process	1/06/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/06/2021
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	11	collect and retain data on compliance with timeliness standards in road management plans (see Section 3.2)	Yes	The maintenance module of Ascetic Cloud is used to lodge and track Road Management Plan defect and inspection schedules. This is now available on site and monitoring of this system is established for all works supervisors. Th is was considered one of the biggest blockers in Council's management of its defect response. Staff can sign off and monitor RMP compliance effectively without any blockers. With Ascetic Cloud in full implementation, NGSC has increased its capacity to gather and retain asset data,	1/06/2020	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/06/2020
Northern Grampians Shire Council	Maintaining Local Roads	2020-21	17/03/2021	12	establish performance measures for road management plans and use them to annually review performance and the practicality of standards set out in the plans (see Section 3.3).	Yes	RMP specific KPIs are set for all relevant staff, and reviews are done at six months and 12 months intervals.	1/06/2020	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/06/2021
Parks Victoria	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	1	Revises its procurement procedures and provide ongoing communications and training for staff so that: they consistently declare any potential, perceived or actual conflicts of interest when participating in a procurement conflicts of interest do not	Yes	Parks Victoria welcomes VAGO's findings that nothing has come to VAGO's attention which indicates self-interest unduly influenced the procurement outcome or contradicts with Parks Victoria's assertion that it used a series of short-term contracts to engage the supplier to progressively manage the scope of the work rather than to avoid scrutiny. As part of our Managing Country	31/10/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/12/2021

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					influence procurement decisions it applies valid exemptions from its procurement procedures in an evidence-based manner and in accordance with required timeframes		Together Framework, Parks Victoria is strongly committed to working with Traditional Owners to preserve Aboriginal culture heritage. Parks Victoria remains of the view that the supplier engaged was the only suitable rock art surveyor who had the knowledge of the particular local landscape and the required reputation with Traditional Owners.Parks Victoria fully accepts VAGO's recommendations to revise its procurement procedures and provide ongoing communications and training to staff members to continue to improve the management of perceived, potential or actual Conflicts of Interest in procurement and its procurement exemption process. Parks Victoria has provided a procurement training to over 1,000 staff members in April – May 2021. The all-staff training offered has sections dedicated to the topics of "Conflict of Interest in Procurement" and "Procurement Exemptions". Parks Victoria will further review and enhance its procurement procedure and documentation by 31 October 2021 to ensure that Conflict of Interest considerations are embedded throughout the procurement process and all procurers must actively consider Conflict of Interest implications when conducting procurement activities and ensure any perceived, potential or actual Conflicts of Interest do not (or are not perceived to) influence procurement decisions. In addition to the existing Conflict of Interest declaration process, a dedicated procurement section in the standard Parks Victoria Conflict of Interest declaration template will also be added for the identification and management of Conflicts of Interest in procurement activities.Parks Victoria has undertaken a significant amount of work in the recent months in strengthening its procurement exemptions process. Procurers are required to document a greater level of justification and evidence for exemption requests to be considered for approval. Further updates to the procurement exemption template to provide increased guidance for the exemption process will be provided by 31 October 2021.							
Parks Victoria	Managing Conflicts of Interest in Procurement	2021-22	8/09/2021	2	Consistently discloses payments made to consultants in accordance with Financial Reporting Direction 22H.	In principle	Parks Victoria will continue to disclose payments made to consultants in accordance with Financial Reporting Direction (FRD) 22H. Parks Victoria will provide training to procurers by 31 October 2021 relating to the classifications of contractors vs. consultants in accordance with FRD 22H and the appropriate transaction coding in its financial system.	31/10/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/01/2022

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Parks Victoria	Protecting Victoria's Coastal Assets	2017-18	29/03/2018	5	Assess the risks that coastal inundation and erosion hazards pose to coastal assets, using robust risk assessment practices that consistently apply AS/NZS ISO 31000:2009, including: · documenting the considerations, assessments, analysis and decisions that their assessments involve; · using available information to regularly review risks and monitor changes in risk ratings over time; · introducing triggers and monitoring information into their asset management and/or climate change activities as appropriate, to identify when to implement adaptation measures or revise their risk treatment approaches	In principle	Parks Victoria will develop a strategic asset management plan and portfolio asset risk plans as part of the implementation of the road map for achieving AMAF compliance. These plans are for all Parks Victoria assets, including those located in the coastal environment. Under the AMAF guidelines, assets need to be proactively managed as a whole of life approach.	30/06/2019	Yes		Management actions specified at tabling are still relevant		Complete	31/12/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	5	Evaluate their initiatives to assess if they have been effectively improving their patient safety culture and apply learnings for continuous improvement.	Not specified	An evaluation of Peninsula Care is in progress and includes an assessment of the patient safety culture. The evaluation is a mixed methods study design, approved by the Peninsula Health Human Research and Ethics Committee. The project includes iterative action research methodology, using lessons to inform improvement, implementation and evaluation. The project was delayed by Covid-19. It is expected to be complete by late 2022, with progress reported internally and to the Quality and Safety Board Committee. The 2021 People Matters survey is underway. Peninsula Health will consider the "patient safety culture" data to inform ongoing improvements.	31/12/2022	Yes		An evaluation of Peninsula Care is in progress and includes an assessment of the patient safety culture. The evaluation is a mixed methods study design, approved by the Peninsula Health Human Research and Ethics Committee. The project includes iterative action research methodology, using lessons to inform improvement, implementation and evaluation. The project was delayed by Covid-19. It is expected to be complete by late 2022, with progress reported internally and to the Quality and Safety Board Committee. The 2021 People Matters Survey was completed but had a lower participation rate than the previous survey. The questions around patient safety culture will be reviewed within this context of lower response rate. Peninsula Health will consider the “patient safety culture” data to inform ongoing improvements.	1/12/2022	In progress	

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Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	6	Provide updates on the implementation status of recommendations and actions in response to incidents at each board quality and safety subcommittee meeting, which, at the minimum, include: reporting on recommendations that are overdue (not applicable for Ballarat Health Services) reasons for delays in completing recommendations actions taken to address delays	Not specified	Peninsula Health revised its board reporting format in respect of clinical incidents. Closure rates for incidents with all severity ratings (ISR) 1-4 (most severe to least severe) have been included in Peninsula Care (Quality) Key Performance Indicator reporting from June 2021. A "Clinical Incident Report" provides details about all ISR 1 that occurred during the reporting period. The report now includes steps taken to prevent/ mitigate the risk or recurrence and harm. A separate "Recommendations" report including risk rating is now included in the Quality & Safety Board Committee papers. Reasons for delay in completing longstanding overdue recommendations is included. A concerted effort to close recommendations is underway and is expected to be completed by end of July 2021. Thereafter, all recommendations that become overdue will be included in reporting.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	30/06/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	7	Analyse common contributing factors to serious and less serious incidents and report findings to their board quality and safety subcommittee at least every six months.	Not specified	A snap shot of ISR 3 & 4 incidents is included in the Clinical Incident Report prepared for the Quality & Safety Board Committee. The various committees that review less serious incidents (ISR 3&4) will be asked for six monthly reports for inclusion in reporting to the Quality and Safety Board Committee from August 2021. We will expand this reporting to include all ISR 3&4 in more detail over time.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	11	Adopt more statistical approaches to identifying true performance variations, such as using run or control charts (or equivalent statistical approaches), to detect significant changes over time and departures from 'expected statistical variation'.	Not specified	This has been implemented for SoP KPI reporting. Peninsula Care (Quality) KPI reporting is being transitioned and will be complete by August 2021.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	13	Increase staff capacity and capability to meet timeliness requirements for completing incident investigations.	Not specified	The Safer Care Unit commenced capability building work with nurse and midwifery unit managers, operations directors and clinical directors during 2020, however progress was hampered due to the Covid-19 pandemic. Nurse and Midwife Unit Manager capacity has been increased. Clinical incident management and closure rates are monitored internally and escalated to the relevant executive where required.	24/06/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	15	Undertake thematic analyses of serious and less serious incidents at least every six months and report them to their board quality and safety subcommittee.	Not specified	Refer to Item 7.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021

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Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	16	Identify and address factors contributing to delays in completing serious incident recommendations.	Not specified	Refer to Item 6, 7, 13.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	17	Include impact assessments as a standard requirement of action plans following serious incident investigations, and provide guidance to staff on appropriate measures to assess impact.	Not specified	Refer to Item 6.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021
Peninsula Health	Clinical Governance: Health Services	2020-21	24/06/2021	18	Report the results of impact assessments in serious incident action plans to their board quality and safety subcommittees so they can be assured that recommendations have been effective.	Not specified	Refer to Item 6.	31/08/2021	Yes		Agreed management actions specified at time of tabling still relevant		Complete	31/08/2021
Pyrenees Shire Council	Local Government Insurance Risks	2018-19	25/07/2018	4	Review their insurable risk profiles and insurance products, identify insurance gaps and evaluate loss limits to ensure they understand their insurable risks and hold sufficient insurance (see Section 2.5)	Yes	Agreed to undertake an insurable risk profile and insurance products, identify insurance gaps and evaluate loss limits to ensure they understand their insurable risks and hold sufficient insurance.	Not specified	Yes		The audit recommendation is now complete with an insurable risk profile and gap analysis completed in April 2021 to better understand and ensure that sufficient insurances are held.		Complete	30/04/2021
Royal Children's Hospital	Security of Patients' Hospital Data	2018-19	29/05/2019	6	Expedite implementation of Di gital Health's 72 cybersecurity controls (see Section 2.3)	Yes	Not specified	Not specified	Yes		The RCH worked extensively throughout 2020/2021 to implement the DHHS 72 mandated controls. This was completed in December 2021.	31/12/2021	Complete	10/12/2021
Royal Victorian Eye and Ear Hospital	Security of Patients' Hospital Data	2018-19	29/05/2019	6	Expedite implementation of Di gital Health's 72 cybersecurity controls (see Section 2.3)	Yes	The Eye and Ear is compliant with many of the 72 baseline controls and in conjunction with DHHS is addressing a number of the outstanding items. The focus for the current year is to comply with all 18 mandatory controlls followed by the 38 foundational controls for 2019/20	Not specified	No	We have currently moved from the NIST 72 controls to the Essential 8, as recommended by the Department of Health, and are implementing the relevant 31 controls under this new framework as of Dec 2021. We are continuing evaluation and monitoring of our implementation of these controls.			Discontinue d	
Royal Victorian Eye and Ear Hospital	Security of Patients' Hospital Data	2018-19	29/05/2019	12	Implement multi-factor authentication for inform ation and communications technology staff and administrator accounts (see Section 3.4)	Yes	The Eye and Ear will incorporate a MFAimplementation plan for all ICT staff and administrator accounts	Not specified	Yes		Multi-factor authentication is enabled for most critical clinical and financial systems. Further work required to implement MFA on one remaining system.	30/09/2022	In progress	
Service Victoria	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	2	introduces an annual survey for agencies that use Service Victoria to track its performance over time and address any areas for improvement (see Section 3.5).	Yes	Service Victoria will develop and introduce periodic (at least annual) agency surveys.	1/07/2021	Yes		An independent research firm has been commissioned to undertake the research and the survey is scheduled to be completed in April 2022.	27/05/2022	In progress	

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Service Victoria	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	3	revises its annual benefit measure to ensure that it accurately reflects direct savings for government and does not include double counting of benefits, particularly re-use benefits or benefits to stakeholders other than government (see Section 3.3).	Yes	Service Victoria has commissioned a review of the benefits measurement methodology, including consideration of this VAGO review. It will recommend revisions to the framework to fully account for and clearly distinguish between the benefits to different beneficiaries and address the root cause of limited data (such as baseline data, comparative performance data within government, monetisation of non-cash benefits).	1/06/2021	Yes		Service Victoria has revised its Annual Benefit measure to report separately on real and notional benefits and to clearly delineate between Service Victoria's benefits and benefits enabled for other agencies.		Complete	19/05/2021
Service Victoria	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	8	reviews its benefits reporting and the inclusion of the compliance with government policy and regulations benefit given the challenges in the attribution and measurement of this (see Section 3.3).	Yes	Service Victoria has commissioned a review of the benefits measurement methodology. This review will consider VAGO's view that this intended benefit is neither attainable nor linked to the problems in the business case.	1/06/2021	Yes		Service Victoria has reset its benefit types which removed the 'compliance with government policy and regulations' benefit.		Complete	19/05/2021
Service Victoria	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	9	9. reviews its current baselines for customer satisfaction, time returned to customer, completion rate and transaction cost to ensure that they are statistically reliable and relate to the benefits they measure (see Section 2.5)	Yes	Noting the strong dependencies with other recommendations, particularly (3) and (5). The external review will develop a revised KPI/benefit model and processes through satisfying recommendation (3} which will inform how SV and related agencies (re)baseline.	1/06/2021	Yes		DPC is not progressing with the requirement for departments and agencies delivering digital services to report on the key performance indicators outlined in its Measure how content performs—digital guide including because agency costs associated with reporting within legacy services and information delivery systems would be better allocated to moving services to Service Victoria. Therefore Service Victoria has revised its measures to be absolute, rather than improvement from a baseline.		Complete	31/03/2022
Service Victoria	Service Victoria - Digital delivery of government services	2020-21	18/03/2021	10	develops processes to ensure that future transactions have reliable baselines (see Section 2.5), including: - sample sizes that are a statistically reliable sample - processes for calculating baselines to ensure that these are consistent across transactions.	Yes	Noting the strong dependencies with other recommendations, particularly (3) and (5). Building on revised practices for recommendation (9) and the new requirement for agencies to make data available to DPC under recommendation (3),	1/12/2021	Yes		DPC is not progressing with the requirement for departments and agencies delivering digital services to report on the key performance indicators outlined in its Measure how content performs—digital guide including because agency costs associated with reporting within legacy services and information delivery systems would be better allocated to moving services to Service Victoria. Therefore Service Victoria has revised its measures to be absolute, rather than improvement from a baseline.		Complete	31/03/2022
South Gippsland Shire Council	Local Government Service Delivery: Recreational Facilities	2015-16	23/03/2016	1	Councils should improve aquatic recreation centre monitoring, reporting and evaluation activities so that they can demonstrate the achievement of council objectives and outcomes.	Yes	Council will identify and include a strategic statement in the next revision of its Municipal Public Health & Wellbeing Plan (currently under review) to form a basis for the evaluation of performance data and feedback from our aquatic facilities. (October 2017). To improve connectivity with the outcomes of Council's revised Municipal Public Health and Wellbeing Plan, Council will negotiate an amendment to the deliverables in the existing aquatic facilities contract that relates to service provision (and ensure any new contracts entered into for South Gippsland's aquatic facilities include the amendment). (date not stated).	Not specified	Yes		Commenced reporting aquatic facility attendance and financial information quarterly via the Local Government Performance Reporting Framework. Updated the Health and Well Being Plan to highlight the link between the provision of these facilities and improved health outcomes for our community.	25/03/2022	Complete	30/06/2018

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Southwest Healthcare	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	1	That health services review processes to improve length-of-stay times for patients in triage category 3 ('urgent')	Did not respond	Did not respond	Did not respond	Yes		In 2021 a renewed strategy has been created to improve length of stay for emergency patients and implementation has begun. The strategy focuses on ongoing improvement in the ED while also addressing whole-of hospital flow and cultural change within the receiving hospital departments. A series of staffing workflow changes, inpatient flow changes, discharge efficiency strategies, and resourcing adjustments are included in the strategy. These will augment the rebuilding the Emergency Department included in our next redevelopment phase to be completed in 5 years' time.	31/05/2021	Complete	31/05/2021
St Vincent's Hospital	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	9	Examine and ensure their com pliance with the National Healt h Reform Agreement, Medicare Benefits Schedule billing, Department of Health and Human Services' guidelines and Independent Hospital Pricing Authority criteria (see Section 2.2).	Yes	SVHM agrees with the recommendation and will examine and ensure compliance with relevant agreements, schedules, guidelines, and criteria. In this regard: Actions already undertaken by implementing new billing processes in late 2017 have eliminated the risk of MBS billed services being reported as public occasions of service. To improve compliance SVHM has also completed a front line clerical staff training program; SVHM will immediately seek further legal advice, specifically including the IPHA criteria, and work with DHHS in a system wide approach to addressing the issues raised; and SVHM will review the practical system and administrative ramifications of the recommendations, in particular that any diagnostic tests undertaken within 30 days of any public outpatient appointment cannot be billed.	30/06/2020	Yes		In relation to the outstanding MBS issue we are working closely with relevant DH staff who are finalising the release of the revised MBS guidelines. Information provided indicates that Ministerial sign off for the release of the guidelines is pending a review currently being undertaken by Deloitte to assess the financial impact on the Sector. SVHM will initiate required changes to ensure compliance when the guidelines are released. Completion date is dependent upon the timing of the release, and as such is subject to change.	31/10/2022	In progress	
Sustainability Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	7	Update the Statewide Waste and Resource Recovery Infrastructure Plan, Victorian Organics Resource Recovery Strategy, 10-year Victorian Market Development for Recovered Resources Strategy, Victorian waste educationstrategy and Waste Data Governance Framework, having regard to changes in market conditions and community expectations and identifying outstanding actions and clearly outlining priorities for the future (see Section 2.4)	Yes	SV has commenced work to review implementation activities for all strategies and targeted implementation plans that identify current priorities and outstanding actions are being developed. However, SV will not undertake full updates of the strategies until the Circular-Economy Policy has been finalised as it is likely that large parts of the strategies will be superseded by the new policy.	30/06/2020	Yes		The new RV policy outlines that the new Victorian Recycling Infrastructure Plan (VRIP) will replace the SWRRIP and regional plans. The data and and analysis for this new VRIP is underway. This function will be transferred to Recycling Victoria entity eventually, date is uncertain. The Circular Economy Act part 2 will provide the legal framework for the VRIP - the date for this act is uncertain. As part of the VRIP development we will develop a business case for implementation after current funding allocation (this is recommendation 9). The VRIP will have an evaulation framework with regular reporting of outcomes (recommendation 11)	30/06/2023	In progress	

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Sustainability Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	8	Ensure that the infrastructure c apacity analysis of waste and r esource recovery groups' waste and resource implementation plans are up to date and allow regional councils to plan and prepare for their current and future waste infrastructure needs (see Section 4.3)	Yes	SV will undertake a full state-wide infrastructure capacity analysis for both landfills and resource recovery infrastructure in 2019/20. This will support both the SWWRIP and all regional implementation plans	30/06/2020	Yes		As part of the next phase in the development of the Recovered Resources Market Bulletin, selected data from the Bulletin will be published on a live online page by 30 June 2022 that will extend the utility of monthly publications, updated immediately as and when new data sources are received. This also responds to previous VAGO findings about the lag time with data publication and issues of currency. The regional plans are not being updated and the regional waste groups are being incorporated into the new Recycling Victoria entity. The VRIP replaces the regional plans.	30/06/2022	In progress	
Sustainability Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	10	Deliver a sustained statewide r ecycling campaign, with local d elivery models, to enable improved behaviours over time- including waste avoidance and recycling food waste (see Section 5.4)	Yes	SV is currently designing a 3-year statewide recycling campaign with local delivery models that will target improved household behaviours.	31/08/2022	Yes		Recycling Campaign • As part of the Recycling Victoria Policy Commitment 2.3, the RV Education & Behaviour Change program is a 4-year, $26m program of campaigns and support for councils to deliver consistent waste minimisation and recycling messaging to the community. As part of the program, campaigns on recycling and waste avoidance have been delivered since July 2021. • In May 2022, the 'Small Acts, Big Impact' campaign will be launched and run through until at least 2024. Through consistent statewide and local council campaigns, 'Small Acts, Big Impact' will educate Victorian households on correct recycling of household waste as well as food and plastic waste avoidance. • As part of the campaign, grant funding and campaign collateral are being provided to councils to roll out consistent recycling education as they transition to new recycling services. Path to Half Update - Industry Focused Together, round one of the CEBIC Business Innovation Fund and the Business Support Fund have provided grants to 11 food and organics related projects to kick start progress towards the Path to Half. Together, the 11 projects will: • directly avoid or recycle food waste by 50,000 tonnes each year • contribute to 4.2% toward Victoria's target to halve food waste by 2030 • identify, develop and trial solutions to reduce an additional 693,000 tonnes of food waste each year to generate a pipeline of future projects.	30/06/2024	In progress	

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Sustainability Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	12	Improve the quality and reliability of state waste data by: working with the Department of Environment, Land, Water and Planning, the Victorian Environment Protection Authority, waste and resource recovery groups and councils to (i) identify categories of waste data that are critical for government planning and decision-making; and (ii) develop an action plan to obtain complete, accurate and reliable data that includes, where appropriate, mechanisms for mandatory data collection from councils, waste transfer stations, recovery and reprocessing operators, and other holders of relevant waste information whether public or private (see Sections 3.2 and 3.3) completing its implementation of the recommendations from its 2014 waste needs and gap analysis, including releasing an updated Data and Reporting Guideline for Waste Management Facilities and driving its effective implementation across the state (see Section 3.4) improving guidance and support for annual data surveys to help councils and waste operators in providing more accurate and reliable waste data (see Sections 3.3. and 3.4) reporting clearly on waste data in its Victorian Local Government Waste Services Report and Victorian Recycling Industry Annual Report by: ensuring waste terminologies and definitions are consistent, including a glossary of terms for each report, and ensuring their appropriate and consistent use across the two reports (see Sections 3.2 and 3.3) clearly articulating the nature of data being presented and where appropriate clarifying the difference between the data reported in both reports (see Sections 3.2 and 3.3)	Yes	SV has commenced developing a new Data Roadmap for waste and resource recovery data in Victoria. The Roadmap will include operational, strategic and data infrastructure improvements that will address the definitional and categorisation issues outlined in the audit report Once completed, a business case will be developed to seek funding for the implementation of the Data Roadmap, including opportunities for stronger requirements for data provision from the industry and local government. As part of the implementation of the Roadmap, new and improved guidance material will be prepared to support councils and operators of resource recovery facilities in completing the surveys and improving data consistency. We will include a glossary of terms in each annul report. We have already made changes to references to recycling in current data reports. Past reports are not available online on SV's website as each year's report supersedes the previous years report.	30/06/2020	Yes		• Note 1: responsibility will transfer to Recycling Victoria upon its establishment. • Note 2: New Circular Economy Legislation provides for mandatory data, but provisions for councils and facilities will only be developed through regulations. Drafting of regulations that specify the provisions for mandatory New Guidelines: • Bin Audit Guidelines (complete and published) Further VLGAS and VRIAS improvements • Improvements have been made to the VLGAS survey to clarify data requirements for councils • An Excel tool has been developed for councils to simply data collection and input. • VLGAS and VRIAS data will be released in dashboard format prior to report publication to improve timeliness of data access (pending Ministerial approval) Data advice including mandatory requirements: • Data Collection Plan Draft Report 1 (more detailed advice on mandatory data requirements) was completed and circulated to DELWP in Feb 2022 • DELWP have advised, that "it is not appropriate for this report to make recommendations on what data should be made mandatory". • While the final Report 1 will highlight highest priority data collection and frequency requirements (and mechanisms), the recommendation to "develop an action plan to obtain complete, accurate and reliable data that includes, where appropriate, mechanisms for mandatory data collection" can only be partially fulfilled by SV. • SV are currently finalising the waste data collection plan in the light of comments from DELWP.	30/06/2022	In progress	

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Sustainability Victoria	Recovering and reprocessing resources from waste	2018-19	6/06/2019	13	Work with the Metropolitan Waste and Resource Recovery Group and regional waste and resource recovery groups to provide better support to councils in rolling out food and garden organics collection services (see Section 5.6)	Yes	SV and MWRRG have commenced discussions on how best to support councils in the roll of out FOGO services. SV has identified a small amount of funding that will be used to support 2-4 regional councils in establishing FOGO services. Futher funding will be sought through the Circular Economy Policy	30/06/2020	Yes		As part of the next phase in the development of the Recovered Resources Market Bulletin, selected data from the Bulletin will be published on a live online page by 30 June 2022 that will extend the utility of monthly publications, updated immediately as and when new data sources are received. This also responds to previous VAGO findings about the lag time with data publication and issues of currency. The regional plans are not being updated and the regional waste groups are being incorporated into the new Recycling Victoria entity. The VRIP replaces the regional plans.	30/06/2022	In progress	
University of Melbourne	Digital Dashboard: Status Review of ICT Projects and Initiatives - Phase 2	2015-16	9/03/2016	5	That agencies and entities develop or revise guidance documentation in the planning, management and delivery of ICT-enabled projects, taking note of VAGO's July 2008 better practice guide Investing Smarter in Public Sector ICT.	In principle	Not specified	Not specified	Yes		The University has since widened the project methodology from a Prince2 Waterfall project methodology to include the AWOW (Adaptive Ways of Working) methodology, with reference to "IT4IT" as the IT delivery and management framework. New frameworks, tools, and processes have been developed and are accessible to practitioners through a centralized Community of Practice sites. The project lifecycle phases are described in the Framework. Note: AWOW is principally based on the agile project methodology.		Complete	7/06/2021
V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	2	That V/Line expedites finalisation of all unfinished works included in the Murray Basin Rail Project Stage 2 scope and advises relevant agencies on any required actions that are outside V/Line's internal ability to resolve.	Yes	V/Line is developing the schedule of works required to deliver the remainder of MBRP Stage 2 to complete signalling at Ararat. V/Line is working closely with Department of Transport on the plan to deliver these works.	Not specified	Yes		Rail projects Victoria is managing the Murray Basin Future Stages which will address incomplete MBRP Stage 2 scope including: o Maryborough and Dunolly junctions, programmed for completion in 2023 o Track upgrade for Murrayville to Ouyen line. In progress and scheduled for completion by May 2022 o Track upgrade for Maryborough to Ararat line in conceptual stage V/Line is delivering Ararat Junction which was also an incomplete package from Stage 2. The project has a target commissioning date set for September 2022.	Not specified	In progress	
V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	3	That V/Line improves its contract management of all contracts related to major infrastructure projects by: - introducing measurable performance indicators to contracts and regular monitoring and reporting of contract performance to staff of sufficient seniority within V/Line's governance structure - introducing processes for monitoring contractor compliance with contract obligations and identifying who is responsible for doing this aligning contract requirements with key project management processes.	Yes	V/ Line has commenced implementation of the following improvements: - eLearning modules are currently in development. These modules will support Contract Managers via training including a focus on the responsibilities of Contract & Project Managers. - strengthening of Contract Performance & Relationship Management Plans including Management accountabilities to improve monitoring of deliverables for any relevant project or supplier engagement. - key contract requirements and delivery of these milestones will be reflected in the Project Management Plans and any associated supplier engagement contracts.	10/03/2021	Yes		A curriculum has been developed for the delivery of the eLearning modules and a training provider is soon to be appointed. Training will commence in the next 3 months A full review of contract management plans requirements has been undertaken and is now being deployed along with training. Project management plans and contract management plans are being actioned and aligned. Training is being deployed to support sustainable change.	28/02/2023	In progress	

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V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	6	That V/Line and Department of Transport conduct a detailed condition survey of the rail freight network's lines and sidings subject to major upgrades to identify current asset condition versus the expected track class.	Yes	V/Line continues to deliver regular maintenance works on the freight corridors. In developing major freight rail upgrades, V/Line as the Accredited Rail Operator will continue to collaborate with Department of Transport and the Major Transport Infrastructure Authority (MTIA) to assist in identification of pre-existing asset condition versus expected track class required from upgrades delivered by future projects.	Not specified	Yes		V/Line has and will continue to work with the Department of Transport and Rail Projects Victoria to support the completion of detailed condition surveys where major upgrades are planned.	30/06/2021	Complete	30/06/2021
V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	8	That V/Line and Department of Transport work together, by jointly developing and co-sponsoring submissions to government, on a sustainable funding approach for regional rail freight lines that is linked to providing a fit-for-purpose track class, as well as improving broader network reliability and performance standards for rail freight operators and users.	Yes	V/Line is collaborating with the Department of Transport to develop options for a sustainable funding approach for regional freight lines.	30/06/2021	Yes		V/Line is supporting the Department of Transport (DoT) in the development of a sustainable funding business case with the Department of Treasury and Finance. This will be aligned with a future DoT freight strategy. Funding options are also being sought to enable an ongoing program of works to maintain and lift track standards.	30/06/2022	In progress	30/06/2022
V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	11	That V/Line and Department of Transport ensure that, for any projects subject to Gateway review, nominated senior responsible officers are accountable for: - providing timely internal advice on the implications of Gateway review process findings and any urgent or critical matters that have been identified - informing themselves of the content and ratings of previous Gateway review process reports, any recommendations requiring action, and the status of any activities designed to resolve previous recommendations.	Yes	V /Line has reviewed its project Management Framework to align with Gateway stages for relevant projects. Any future projects subject to Gateway review will be monitored via the relevant Project Steering Committee, with reporting also made to an Enterprise Project Management Office Forum (EPMO). Urgent or critical matters will be reported by the relevant Senior Responsible Officer (SRO) to that Forum. The Project Management Framework will be updated to include advice to an SRO that on project handover, a request should be made to any prior SRO to release previous Gateway review reports.	30/04/2020	Yes		V/Line's Project Management Framework has been updated to include handover advice to a Senior Responsible Officer including to release any previous Gateway review reports.	30/06/2022	Complete	15/02/2022

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V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	12	That V/Line and Department of Transport introduce and ensure that, for all major capital projects, there is compliance with project risk management processes that include: - regularly updating project risks, risk assessments, and risk mitigations to ensure that they remain relevant - a clear process to ensure project risks are escalated to appropriate levels/staff, including communication so that project staff are aware of this process - maintaining agency project risk registers alongside the contractor's project risk registers and, where there are variances in a register, assessing these and identifying actions to address the differences - regular monitoring and reporting of project risk, and cost, time and scope tolerances. If it is apparent that these tolerances will not be met, the Department of Transport and V/Line should have a process to rectify this in a timely manner.	Yes	V/Line will ensure the recommended project risk management processes are embedded into the revised Enterprise Risk Management Framework for all major capital projects: - reviews of project risk registers, risk assessments and mitigations are being reflected in project risk registers - reporting of key risks will be undertaken into Project Steering Committees and the EPMO Forum - project risk registers are being kept separate from contractor register - monitoring and escalation of risk, time, costs and scope changes are included as requirements under the Risk Management Framework, including actions to address risk.	30/04/2020	Yes		Risk management system upgrades are being implemented to improve project risk management. These system upgrades will centralise the project risk registers and enable improved reporting capabilities. Monitoring and escalation of risk, time, costs and scope changes are included as requirements under the Risk Management Framework including actions to address risk.	30/06/2022	In progress	
V/Line	Freight Outcomes from Regional Rail Upgrades	2019-20	18/03/2020	13	That V/Line and Department of Transport introduce and ensure that, for all major capital projects, there is compliance with project change processes that cover: - recording project changes and contract variations in fit-for-purpose registers to ensure any associated risk is addressed appropriately and that the impact on project scope, time, and cost is clearly identified and reported to governance committees - a process for updating key project documents after an agreed change to reflect any additional resourcing required and any impacts on the project's outcomes and benefits.	Yes	V/Line's Project Management Framework has been updated to: - provide advice and processes on how projects identify and seek approval for project changes. This is to be undertaken via a Project Exception Report and includes details of the impacts to a project's elements including scope, budget, time, quality and benefits. - include prompts for revisiting and amending any control documents to ensure the most relevant, updated and approved information is available. Change requests are to be made to the relevant Steering Committee for endorsement and the outcomes reported also to the EPMO Forum.	30/04/2020	Yes		Framework changes have been made. Across major capital projects V/Line has developed change management and control processes covering scope, budget, schedule, benefits. Change notice approvals data is reported to internal change control governance forums. Key project and contract documents are being updated. Internal Management Forums have been reviewed V/Line including reporting for key projects. V/Line continues to have project management staff training undertaken through the Australian Institute of Project Management.	30/06/2022	In progress	

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V/Line	Managing and Reporting on the Performance and Cost of Capital Projects	2015-16	4/05/2016	2	That agencies implement a documented and consistent approach to verify that they have adequately addressed the requirements of the Department of Treasury and Finance's Investment Lifecycle and High Value/High Risk Guidelines for government-funded capital projects.	Yes	Not specified	Not specified	Yes		V/Lines methodology has been updated to include the Department of Treasury's and Finance classification of High Value High Risk and its application to infrastructure and IT projects. Monitoring is continuing of new projects as they arise to ensure any that meet the requirements. V/Line presently has no High value High Risk Projects.	1/06/2021	Complete	1/06/2021
Victoria Police	Crime Data	2018-19	5/09/2018	1	Conduct a training needs analysis to determine members' understanding of prima facie reporting and address any gaps in targeted training (see Section 2.2)	Yes	Within three months, Victoria Police will develop an action plan to address the recommendations.	Not specified	Yes		Victoria Police have completed a controls review and testing phase for LEAP & LEDRmkII. The SSPs have been completed. Risks have been idenitifed and mitigation is being undertaken. Remaining risks will be mitigated with the delivery of the the passphrase initiative. Delivery of the initiative has been re-baselined and it is now anticipated to be complete Q3FY22.	30/06/2022	In progress	
Victoria Police	Crime Data	2018-19	5/09/2018	2	Establish a centralised monitoring and reporting mechanism to ensure management reviews and updates policies and procedures in a timely manner, including: -for crimes where a victim can be identified, mandating that members ask if the victim is comfortable disclosing their country of birth and, if so, that this data be recorded in the Law Enforcement Assistance Program (LEAP) -requiring supervisors to routinely check Electronic Patrol Duty Returns and other crime and investigative reporting in line with Rule 2 of the Victorian Crime Recording Standards before they approve the reports -setting a benchmark for timely input of data into LEAP and reporting against this annually -reviewing and updating the policy and procedural documents for LEAP and the LEAP Electronic Data Recorder Mark 2 (LEDR Mk2) systems in accordance with the Information Management Policy (see Sections 2.3, 3.2, 3.6, 3.7 and 3.9)	Yes	Within three months, Victoria Police will develop an action plan to address the recommendations.	Not specified	Yes		Victoria Police are working to address the findings identified (Rec 2.) Actions taken: (a) Internal consultation was conducted which identify limitations that are likely to affect the quality of the data. After assessment against the original intent/purpose of the VAGO recommendation, alternative options have been identified, all of which involve system and/or Policy updates. Those updates are currently being explored to identify system/cost Victoria Police has made an assessment of the requirements of recommendation 2a. This assessment included examining the impact to IT applications, an estimated costing, Human Rights considerations and the work currently being undertaken by the Victims Advisory Unit. This will provide an insight into victim demographics, to support decision making and policy development. Victoria Police continues to work towards acquittal of recommendation 2b, 2c and 2d. Significant work has been completed to address the recommendations by revising and organisationally releasing relevant VPMs and procedural documents.	30/06/2022	In progress	
Victoria Police	Crime Data	2018-19	5/09/2018	6	Set a benchmark for what constitutes satisfactory LEAP and LEDR Mk2 reporting in workplace inspection reporting (see Section 3.3)	Yes	Within three months, Victoria Police will develop an action plan to address the recommendations.	Not specified	Yes		Victoria Police have incorporated this recommendation into the Station Compliance Project and it is being addressed as part of the state-wide Workplace Inspection Report (WIR) project. A WIR dashboard has been developed which includes LEAP compliance measures at Division, PSA, Station and	30/06/2022	In progress	

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											individual member level. Work to develop clearer benchmarking is still underway.			
Victoria Police	Crime Data	2018-19	5/09/2018	8	Perform regular information risk assessments as per Victoria Police's Risk Management Framework requirements and, based on the results, redesign and implement security controls to remediate the risks identified (see Section 3.6)	Yes	Within three months, Victoria Police will develop an action plan to address the recommendations.	Not specified	Yes		Victoria Police have now elevated this as a priority. People Development Command has conducted substantial work regarding the Training Needs Analysis. People Development Command has consulted with other Victoria Police key stakeholders and based on feedback are progressing further work regarding the Training Needs Analysis. Once the Training Needs Analysis is completed it will provide findings that will assist in formulating any required training for the organisation.	30/06/2022	In progress	
Victoria Police	Managing Registered Sex Offenders	2019-20	28/08/2019	1	Determines the current and the projected level of financial and human resources necessary across the organisation for effective compliance management and proactive registered sex offender management and use this as an input into resourcing decisions (see Section 2.2)	Yes	Victoria Police acknowledges the trends on increasing registered sex offenders and will undertake work to determine both our current and projected level of resources required to deliver effective compliance and proactive management of registered sex offenders. We will use this work to inform our resource allocation.	30/06/2020	Yes		Victoria Police have acquitted this recommendation.	31/03/2021	Complete	28/05/2021
Victoria Police	Managing Registered Sex Offenders	2019-20	28/08/2019	3	Reviews the compliance manager course and assesses whether there arrelevant elements from other training courses, such as the Crime Investigation Unit or Sexual Offences and Child Abuse Investigation Team training, that could enhance the capability of compliance managers to do the role (see Section 2.5)	Yes	Victoria Police will undertake to perform a training needs analysis to deliver on opportunities to enhance the capability of case managers to perform their role.	31/03/2020	Yes		Victoria Police have acquitted this recommendation.	30/06/2021	Complete	30/09/2021
Victoria Police	Managing Registered Sex Offenders	2019-20	28/08/2019	4	Investigates opportunities to improve the registered sex offender management operating and resource model and ensures that this project has appropriate representation and team membership and sufficient resources to fulfil its mandate (see Section 2.8)	Yes	Victoria Police is working on a project methodology to explore a range of options for an RSO Operating Model to best meet competing service delivery demands.	30/06/2020	Yes		Victoria Police have acquitted this recommendation.	31/03/2021	Complete	28/05/2021
Victoria Police	Managing Registered Sex Offenders	2019-20	28/08/2019	9	Formulates and implements an effective data collection and analysis strategy to facilitate comparison of reoffending data between compliance manager teams within units across Victoria Police and evaluates the overall success of registered sex offender management for community safety (see Section 3.3).	Yes	Victoria Police is committed to undertaking strategic analysis of factors and indicators influencing sexual reoffending to inform better case management. Factors effecting sex offender recidivism are complex and some are out of the immediate legislated authority and control of Victoria Police.	30/06/2020	Yes		Victoria Police have acquitted this recommendation.	31/05/2021	Complete	7/10/2021

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Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	1	Define the expectations and responsibilities of a property capability owner to ensure that the property management function aligns with the strategic direction of the organisation, including: -monitoring coordinated reporting from the divisional and regional/department levels to oversee compliance, identify trends and strategically manage the property management function -developing and disseminating comprehensive training for police members and property officers and continuing to implement the community of practice for property officers -developing and updating policies and procedures -ensuring the integrity of data captured in PaLM -prioritising and overseeing improvement projects -ensuring adequate conditions for warehousing and infrastructure (see Part 2)	Yes	Victoria Police will define the role, expectations and responsibilities of the Capability lead.	31/07/2019	Yes		Victoria Police are currently undertaking a recruitment process to employ a Head of property. The onboarding of Head of property is expected to occur at the start of April 2022. Acquittal of recommendation will require some lead time to allow for onboarding and familiarisation of property and exhibit management by selected applicant.	29/04/2022	In progress	
Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	2	Develop an end-to-end property management handbook (see Section 2.2)	In principle	Victoria Police will develop end to end guidance in a format that is the best fit for purpose. A handbook may not be the most suitable method.	31/07/2019	Yes		Victoria Police are currently undertaking a recruitment process to employ a Head of property. The onboarding of Head of property is expected to occur at the start of April 2022. Acquittal of recommendation will require some lead time to allow for onboarding and familiarisation of property and exhibit management by selected applicant.	31/10/2022	In progress	
Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	3	Encourage all existing and new staff with operational or administrative property responsibilities to undertake the property management e-learning training (see Section 2.3)	Yes	Victoria Police will provide ongoing periodic communication to encourage all staff responsible for property management to complete e-learning training.	31/12/2018	Yes		Victoria Police determined it would continue to use PALM in the medium term. Significant work has been performed that has improved usability and performance. Acquitting this recommendation is progressing.	31/03/2022	In progress	
Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	4	Improve or replace the current property management IT system so that it is fit for purpose in supporting frontline staff and reporting requirements (see Sections 2.4 and 2.5)	Yes	Victoria Police will continue to explore opportunities to enhance its property management system. Any changes will need to be assessed against available funding.	31/07/2021	Yes		Victoria Police are currently undertaking a recruitment process to employ a Head of property. The onboarding of Head of property is expected to occur at the start of April 2022. Acquittal of recommendation will require some lead time to allow for onboarding and familiarisation of property and exhibit management by selected applicant.	30/06/2022	In progress	

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Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	5	Implement a standardised stocktake audit schedule that is based on the level of assurance that Victoria Police requires for effective property management and: -ensures baseline safety and OHS requirements are met -ensures the evidentiary value of property and exhibits is maintained -ensures risks associated with ageing infrastructure are identified and addressed -is adequately supported with audit tools and technology -improves assurance processes through the enforcement and monitoring of stocktake audit outcomes (see Sections 2.6 and 3.3)	Yes	The workplace station inspection requirement will be reviewed to ensure that a risk based approach is taken to establish the required level of assurance.	31/07/2019	Yes		Victoria Police are currently undertaking a recruitment process to employ a Head of property. The onboarding of Head of property is expected to occur at the start of April 2022. Acquittal of recommendation will require some lead time to allow for onboarding and familiarisation of property and exhibit management by selected applicant. However, engagement has commenced with external agencies to explore scoping.	30/06/2022	In progress	
Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	6	Consult with Victoria Police Prosecutions, the Victoria Police Forensic Services Centre and the Office of Public Prosecutions to identify and assess opportunities to increase the use of secondary evidence (see Section 3.2)	Yes	Victoria Police will consult with the office of public prosecutions to identify opportunity to increase the use of secondary evidence.	31/07/2019	Yes		Victoria Police are very close to acquitting this recommendation. Policy updates have been completed and published including mandatory training requirements.	31/03/2022	In progress	
Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	7	Assess how much property related to unsolved serious crimes is currently in police possession and forecast future storage capacity and packaging needs for all items that fall under the 50-year retention rule (see Section 3.3)	Yes	Crime Command will continue the current projects to indentify existing holdings and establish patterns for future growth.	31/07/2021	Yes		Victoria Police are currently undertaking a recruitment process to employ a Head of property. The onboarding of Head of property is expected to occur at the start of April 2022. Acquittal of recommendation will require some lead time to allow for onboarding and familiarisation of property and exhibit management by selected applicant.	30/09/2022	In progress	
Victoria Police	Police Management of Property and Exhibits	2018-19	5/09/2018	8	Consider alternative methods to implement the potential efficiencies for property transportation, identified through the TALC proposal (see Section 3.5)	Yes	Victoria Police will continue to explore alternative methods to capture the efficiencies identified in the TALC proposal.	31/07/2021	Yes		Victoria Police are currently undertaking a recruitment process to employ a Head of property. The onboarding of Head of property is expected to occur at the start of April 2022. Acquittal of recommendation will require some lead time to allow for onboarding and familiarisation of property and exhibit management by selected applicant. However, Victoria Police are working to acquit this recommendation with focus and work continuing on TALC proposal.	31/03/2022	In progress	

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Victorian Fisheries Authority	Follow Up of Selected 2012-13 and 2013-14 Performance Audits	2017-18	20/06/2018	1	Prioritise the timely development of a harvest strategy and engage with fisheries' stakeholders to collect robust and scientific data	Yes	Under the Freshwater Fisheries Management Plan the VFA is committed to systematically collecting fish population health and recreational fishing information that will enable the development of harvest strategies for priority freshwater fisheries. One of the first subcommittees to be formed under the Implementation Committee for the Freshwater Fisheries Management Plan will focus on harvest strategy development in partnership with key stakeholders. Developing harvest strategies for recreational fisheries is a challenging task and one that has been rarely achieved in Australia and worldwide. VFA will be leading fisheries management in this regard.	Not specified	Yes		As a key step towards the development of harvest strategies for Victoria's freshwater fisheries, the VFA has commenced collection and collation of fishery population and recreational catch and effort data as part of the Native Fish Report Card process, GoFishVic App and Wild Trout Fisheries Management Program.	31/12/2023	In progress	
Victorian Gambling and Casino Control Commission	Follow up of Regulating Gambling and Liquor	2019-20	28/11/2019	8	Continue to revise the risk-based approach to compliance to ensure better targeting of compliance activities (see Section 3.3.1)	Yes	The VCGLR will finalise the development of a risk profiling tool to ensure the effective identification of risks (and the level of those risks) and appropriately target organisational resources accordingly.	30/06/2018	Yes		The 2019 follow up audit found that the then VCGLR had implemented this recommendation in relation to liquor licence compliance and that the then VCGLR is implementing its risk-based approach to monitoring compliance of gaming venues. 2. As at 31 March 2022, VGCCC is implementing its risk-based approach to monitoring compliance of gaming venues. 3. VGCCC continues to refine its risk-based approach to regulation, including a dedicated project to identify gambling harms through targeted gambling venue audits. Due to the public health restrictions and pandemic response forcing the Casino, gambling venues and retail gambling outlets to close, the VGCCC was unable to conduct the planned targeted auditing program to inform our significant data sets to inform the development of a risk-based tool for gambling compliance activity. Gambling Venue audits were commenced in March 2021 but then suspended until November 2021 (once the COVID Normal Operating Strategy was endorsed in October 2021, based on the Victorian roadmap to COVID normal). VGCCC is currently developing a draft Gambling Venue Prioritisation (Risk) Framework to be further informed by the Gambling audit data. 4. The VGCCC did however make progress on the recommendation in spite of these extenuating circumstances. 5. A key element of our education approach is building the capability and skills of our compliance staff. Ongoing training and development has been a focus with the following undertaken by the Compliance Division. Training continued online under COVID restrictions: a. Inspector refresher training – gaming. All authorised officers and other staff within the division are currently (March and April 2022) undergoing refresher training in the gaming space. Gambling-related topics covered in the training include: audits, minor gaming,	30/06/2022	In progress	

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											Responsible Service of Gambling (RSG) Codes, contemporaneous notes, intelligence, regulatory theory, risk identification and assessments, and powers and responsibilities, elements and offences. This is a five-day in-house training course. b. Certificate IV government investigations training. Held by the Australian Centre for Financial and Environmental Compliance in both 2021 and 2022. This eight-day training course has been undertaken by 17 Inspectors to date. c. Anti-Money Laundering (AML) visits to gaming venues with AUSTRAC. VGCCC inspectors are attending gaming venue visits in March 2022 to gain a better understanding of AUSTRAC and their requirements in relation to their new regulatory guide for pubs and clubs. d. YourPlay training was conducted by the Department of Justice and Community Services in September 2021. e. Gaming Venue (code of conduct) audit training was held in advance of Inspectors visiting venues in March 2021 to ensure clear understanding and consistency in our inspection approach. Licensed premises were inspected to ensure compliance with the Responsible Gambling Code of Conduct. f. Leadership for regulators attended by five compliance staff, conducted by Monash University in July/August 2021. 6. The VGCCC invested in gambling education campaigns and industry communications informing industry of our gambling regulatory focus, including: a. a new gaming venue checklist for venue operators and staff to ensure they are complying with their legal obligations. This checklist provides links to the relevant sections of the legislation for ease of reference and clarification b. updated gaming webpages on the VGCCC website to ensure information is clear and easy to understand c. online gambling information sessions for venue operators and their staff that includes topics such as licence obligations, responsible gambling codes of conduct and complaints process. d.regular articles in the VGCCC newsletter promoting YourPlay days and educating venue operators on their YourPlay obligations in collaboration with Department of Justice Community and Safety to promote YourPlay e.updated and refreshed venue manual for venue operators f.a new responsible gambling register template for venue operators to report incidents as required under the Gambling Regulation Act 2003			

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											g.direct industry communications to advise gaming venues that inspections will focus on the Responsible Gambling Codes of Conduct in March 2021 in response to the Ministerial Direction to amend their responsible gambling code of conduct to include steps to prevent and minimise harm from gaming machines in their venue. h.Street talk conducted in Mornington and Mildura included visits to gaming venues to ensure they are aware of their responsibilities regarding gambling laws. The gaming venue checklist was used to discuss their legal obligations. i.Regular liaison with Community Clubs Victoria, GoodSports, AHA and the Victorian Responsible Gambling Foundation to promote education messages through their communication channels. j.Community Stakeholder engagement forums - gambling held twice a year and one (combined with liquor) held in the regions. k.Gaming FAQs, to help venue operators and managers understand their obligations and regulatory requirements. l.Sporting clubs campaign included a focus on becoming a declared organisation and minor gaming. 7.The VGCCC will continue to progress this recommendation as part of the review of its regulatory approach when it becomes the standalone regulator for gambling and casino on 1 July 2022.			

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Victorian Gambling and Casino Control Commission	Follow up of Regulating Gambling and Liquor	2019-20	28/11/2019	9	Complete its quality assurance framework for compliance, and ensure it focuses on key divisional processes that contribute to the targeting and quality of inspections (see Section 3.3.2)	Yes	The VCGLR will continue to implement its compliance reform program, including learning and development program, enhancing a risk-based approach and operationalising its accountability framework, however the program of work is contingent on the availability of funding.	30/06/2018	Yes		1. The 2019 follow up audit found that the then VCGLR had completed its quality assurance framework for compliance and implementation of a single ICT system to manage liquor, gambling and casino compliance work. 2. In regards to gambling, VGCCC finalised and reviewed all existing compliance Standard Operating Procedures (SOPs) and established a completely new compliance program for public health enforcement of hospitality (licensed premises and gambling venues) targeting public health risk(s) at licensed premises and gambling venues. 3. During 2020, all Casino SOPs were prepared and approved by end 2020. Since that time all other divisional SOPs have been reviewed, updated and approved by end of April 2021. The Complaints Handling Policy, Amenity Complaint Management procedures and the Sports Controlling Body Procedures were developed and approved post April 2021. The Casino Audit Plan was developed and approved by the Casino Manager and Director by 17 September 2021. 4. Due to the public health restrictions and pandemic response making the Casino, gambling venues and retail gambling outlets subject to significant limitations, modified licence conditions or forced closures, VGCCC pivoted its regulatory approach to conduct desk top liquor and gambling audits 5. In response to public health enforcement, the VGCCC developed a Restricted Compliance Operating Model (RCOM) to continue operations through COVID-19 related restrictions. RCOM included a remote working strategy, implementation and guidance plan. 6. Training was provided by the divisional Legal Officer to all Inspectors. As the impacts of COVID-19 progressed, the divisions operational priority ultimately became focused on the inspection, investigation and enforcement of the Public Health and Wellbeing Act 2008. As a result, the Public Health and Enforcement Team (PHET) was established and operated a PHET operating model. 7. In October 2021 the COVID Normal Operating Strategy was endorsed, based on the Victorian roadmap to COVID normal. This provided guidance to operational decision makers to operate under COVID Normal circumstances. 8. VGCCC will continue to review and refine its quality assurance framework for monitoring compliance of gaming venues as part of its ongoing role as regulator.	30/06/2022	In progress	

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Victorian Planning Authority	Managing Development Contributions	2019-20	18/03/2020	3	Complete outstanding work to implement the Infrastructure Contributions Plan program, including: -defining Strategic Development Areas and Regional Greenfield Growth areas -recommending to government when the program should expand into Strategic Development Areas and Regional Greenfield Growth areas -recommending to government which parts of Victoria should be included in these categories, using evidence-based eligibility criteria -recommending to government how to calculate levies for Infrastructure Contributions Plans in new areas -keeping all councils informed about implementation progress and decisions made (see Sections 4.2 and 4.3)	Yes	VPA will, in consultation with councils, DELWP, and development and planning industry stakeholders, complete the outstanding work to enable the infrastructure contributions plan (ICP) system to be applied in regional Victoria. DELWP is leading the work in relation to strategic development areas and how the ICP system should apply in these areas. VPA will work with DELWP on an as-needs basis to progress this work. Both streams of work are already underway and will include consultation on, and recommendations for, defining necessary elements of the ICP system (including when the program should expand into other contexts, what those contexts should be, and calculating levies). VPA, in consultation with DELWP, will develop and implement a communications strategy for greenfields and regions.	30/12/2020	Not applicable	This recommendation was assigned to the Department of Environment, Land, Water and Planning, and the Victorian Planning Authority. It was determined that VPA would lead the expansion of the Infrastructure Contributions Plan program in Regional Victoria, while DELWP led the program in Strategic Development Areas. VPA commenced work on regional ICPs in 2020. This work was paused in March 2021, and remains on hold pending further direction from the Minister for Planning.			Discontinued	
Victorian Public Sector Commission	Implementing a New Infringements Management System	2020-21	5/05/2021	1	strengthen leadership training and development to focus on, and facilitate conversations about, public servants': -role in providing advice to the government (see Section 3.1) -expectations for full and frank advice (see Section 3.1)	Yes	Following acquittal of recommendation 76 of the COVID-19 Hotel Quarantine Inquiry Final Report, the Commission will consider, in consultation with the Department of Premier and Cabinet, how best to strengthen leadership training and development to focus on, and facilitate conversations about, public servants' role in providing advice to the government; and expectations for full and frank advice.	1/06/2022	Yes		• In partnership with the Victorian Leadership Academy, developing facilitated training for VPS executives (Directors and above) on their role in providing full and frank advice to government, leveraging case study materials being developed as part of guidance program of work.	30/09/2022	In progress	
Victorian Public Sector Commission	Implementing a New Infringements Management System	2020-21	5/05/2021	2	develop guidance for public servants on how to meaningfully engage with ministerial offices to appropriately convey risks and mitigation options for major projects and strategic activities (see Section 3.1).	Yes	Following acquittal of recommendation 76 of the COVID-19 Hotel Quarantine Inquiry Final Report, the Commission will consider, in consultation with the Department of Premier and Cabinet, how best to develop guidance for public servants on meaningfully engaging with Ministerial offices to appropriately convey both risks and mitigation options for major projects and strateaic activities.	1/06/2022	Yes		• Developed the project plan which has subsequently been approved by the VPSC Executive Management Group. • Commenced desktop research and analysis to support the development of new guidance material on meaningfully engaging with ministerial offices. • Undertaking research to support the development of scenario and case study materials to support the guidance material. • Developed consultation strategy to support the development and roll-out of the guidance.	30/09/2022	In progress	

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Victorian Public Sector Commission	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	1	Update, and consolidate into a single location, the Victorian public service pre-employment screening policy and other guidance on employment screening, which aligns with Australian Standard 4811—2006 Employment screening. The policy and guidance material must provide clear instruction for agencies on risk-based employment screening practices, which allow for variation in agencies' workforce risk profiles. The policy and guidance should cover all aspects of employment screening, including but not limited to: police checks, reference checks, eligibility to work checks, qualifications checks, role-specific checks (see Section 2.4)	Yes	The Commission accepts t his recommendation. The Commission intends to update and consolidate into a single location, the VPS pre- employment screening policy and other guidance on employment screening,. to align with Australian Standard 4811 - 2006 Employment Screening.	31/12/2021	Yes		• Reviewed all material relating to pre-employment screening, including the current policies and guidance for the Public Service and Public Entities, guidance on integrity in recruitment, police checks and other material • Undertaken desktop research to identify other sources of information on best practice pre-employment screening, including the Australian Standard 4811-2006 and from other Australian jurisdictions • Consulted with members of the Pre-employment Screening Working Group about current practices regarding risk-based approaches to pre-employment misconduct screening as well as other pre-employment screening (such as police checks) • Developed a draft checklist to guide risk-based pre-employment screening and a draft consolidated guide to pre-employment screening for the VPSC website. • Established a working relationship with the Human Capital Management System (HCMS) team at DPC to identify ways to embed best practice risk-based pre-employment screening into the development of the HCMS.	30/04/2022	In progress	
Victorian Public Sector Commission	Personnel Security: Due Diligence Over Public Service Employees	2019-20	21/05/2020	3	Review and update recruitment guidelines and toolkits to ensure that all recruitment guidance material incorporates employment screening and conflicts of interest (see Section 2.4).	Yes	The Commission accepts this recommendation. The Commission intends to review and update the recruitment guidelines and toolkits to ensure recruitment guidance material incorporates employment screening and conflict of inerest guidance.	31/12/2021	Yes		The recruitment guidelines/toolkit has been updated and incorporates employment screening and conflicts of interest. It is now being reviewed for diversity and inclusion purposes.	30/06/2022	In progress	

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Victorian Registration & Qualifications Authority	School compliance with Victoria's Child safe standards	2018-19	20/06/2019	2	Improve the transparency of its regulatory assessment processes and methodology to reduce non-compliance and drive consistency in assessment approaches, by: documenting its compliance framework documenting its criteria for determining compliance establishing a quality assurance framework covering all three school sectors, to ensure compliance assessments meet required standards (see Part 3)	In part	Partially accepted. The safety of children is paramount and the VAGO survey of schools indicated that they understand their responsibilities with regard to the child safe standards. The updated VRQA Schools Compliance Framework was published on the VRQA website on 11 June 2019. This Framework balances the need for consistency across school sectors with the recognition that school must have flexibility in the implementation of the minimum standards for registration. It also reaffirms the criteria for determining compliance as set out in the VRQA Guidelines to the Minimum Standards and Requirements for School Registration. As stated, the safety of children is paramount and the VRQA welcomes suggestions as to how its regulatory approach can be strengthened to maintain the current safety standards in schools. The VRQA will work with Independent Schools Victoria, the Department and the Catholic Education Commission of Victoria to continue to improve the transparency of its regulatory assessment processes and methodology by further clarifying its criteria for determining compliance and establishing a quality assurance framework covering all three school sectors.	31/07/2020	Yes		The target completion date has been adjusted to reflect the delayed introduction of the new Victorian Child Safe Standards which impacted the resultant VRQA implementation of associated processes and resources. VRQA is developing a range or resources and guidance materials to support compliance with the new Victorian Child Safe Standards and the newly made Ministerial Order No. 1359 – Implementation of the Child Safe Standards – Managing the Risk of Child Abuse in Schools and School Boarding Premises. Both the Child Safe Standards and Ministerial Order commence on 1 July 2022. The VRQA is working with the Department 0f Education and Training (DET) and CECV to develop resources to support improved advice to providers and consistency in approach to compliance assessment across all three sectors. The VRQA's updated Child Safe Standards website is intended to include information for schools and other providers on what to do to be compliant and the circumstances under which they will be found non-compliant. Separately the VRQA has undertaken a review of its regulatory approach and this will be followed by a review of relevant VRQA regulatory documents to identify opportunities for improvement around advice on regulatory intent, compliance and enforcement, prioritising, and regulatory toolkits.	31/12/2022	In progress	
Victorian Registration & Qualifications Authority	School compliance with Victoria's Child safe standards	2018-19	20/06/2019	3	Update its review body appointment processes to ensure it is able to satisfy itself of school compliance, and equivalence and consistency in assessments, by: incorporating a regular review process into all review body appointments updating its Guide for School Review Bodies and its appointment documentation to specify its expectations of its appointed review bodies, including: the nature of assessment models, including reliance on attestations, frequency of assessments, extent of coverage of the requirements and quality assurance data and evidence requirements reporting arrangements to the Victorian Registration and Qualifications Authority, including in relation to data availability (see Part 3)	In part	Partially accepted. The VRQA will have regard to the outcomes of the Department's response to recommendation 6 as It relates to this recommendation. As emphasised throughout this audit process the VRQA believes there is a balance to be reached between the codification of regulatory requirements and the need for a school to customise Its practices to ensure it meets the needs of its community. There are potentially significant resourcing implications associated with implementation of this recommendation which be the subject of separate discussion between the VRQA and the Department. In particular the consultation, design, development and implementation of new school assessment models and associated databases. The VRQA will update its Guide for School Review Bodies to ensure that current regulatory requirements are fully reflected and to incorporate processes for review.	31/07/2020	Yes		The updated VRQA School Review Bodies Guide has been prepared for consideration by the VRQA Board. The proposed new Guide sets out the Review Body obligations and performance monitoring arrangements and includes key performance measures. The Guide also details the VRQA's enhanced assurance arrangements introduced by a strengthened Review Body Assurance Program, that replaces the 'Hot Review' program. A new Review Body MoU with the Department of Education and Training was finalised on 20 August 2021. This incorporates key performance measures, strengthens DET obligations and VRQA oversight and includes a regular review mechanism. It is anticipated that a new Review Body MoU with CECV will be finalised in 2022. This has been delayed due to CECV's internal governance review.	31/12/2022	In progress	

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Victorian Registration & Qualifications Authority	School compliance with Victoria's Child safe standards	2018-19	20/06/2019	4	Specify information requirements of school review bodies and system administrators for all school sectors, to improve its evidence base, inform its risk-based approaches, and to evaluate outcomes in relation to: school compliance data reporting alleged and actual breaches of the child safe standards, to strengthen its ability to make evidence and risk-based decisions on regulation of the child safe standards (see Part 3)	In part	Partially accepted. There are significant resourcing implications associated with implementation of this recommendation which will be the subject of separate discussion between the VRQA and the Department and key stakeholders. As noted in this report, the VRQA has already commenced recording school child safe standards compliance data for independent schools. The VRQA will continue to work with the two review bodies to establish mechanisms for the collection of data from reviews of child safe standards compliance in their sectors. This data should identify those child safe standards which require school guidance from the VRQA. The VRQA will strengthen analysis of its complaints data and consult with the review bodies in relation to their complaints data to inform its risk-based approach to regulation.	Not specified	Yes		The target completion date has been adjusted to reflect delays in implementation of the new Victorian Child Safe Standards. As part of the implementation process for introduction of the New Victorian Child Safe Standards and Ministerial Order 1359, the VRQA is identifying how it can strengthen collection of compliance data to improve its evidence base, including identifying areas of higher risk across all three school sectors. As noted in the VRQA's 2021 response, the Review Body annual compliance reports now contain richer data analysis of non-compliance 'hot-spots' for child safe and other minimum standards. The MoU with DET requires reporting of significant child safety matters to the VRQA within 3 days.	31/12/2022	In progress	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	1	ensure that evidence from its research informs the design and improvement of prevention programs and treatment services (see Section 2.2), through: -requiring funded research to identify recommended actions for the Victorian Responsible Gambling Foundation to improve program and service practice, where appropriate -tracking progress in implementing the recommendations -reporting the progress to the Victorian Responsible Gambling Foundation's board and in its annual report.	Yes	Acknowledging the Foundation's national and international reputation as a funder of high-quality research into the gambling environment and harm prevention interventions, the Foundation will: - ensure that funded research is required to identify recommended actions to improve program and service practice, where appropriate - continue to improve processes to record and track progress when implementing recommendations from evaluation and research evidence - report progress to the Board and in the Foundation's annual report.	1/12/2021	Yes		* Developed a short background document outlining knowledge translation principles and processes for the VRGF * Tracking spreadsheet has been developed and is ready for implementation * Targeted changes to the Foundation's procurement documentation have been identified and updates will be incorporated by July 2022. * Regular progress reporting on knowledge translation activities will commence in May 2022 via the VRGF Board sub-committee, the Research, Policy and Advocacy Committee (RPAC), as part of the regular research update. * A draft template and a related resource are in the early stages of development and are being designed to assist teams within the Foundation to plan knowledge translation actions. * The 2021-22 Annual Report is in development and will include a progress report on implementing this recommendation.	30/07/2022	In progress	

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Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	2	apply available research and evaluation and where appropriate, funds research and evaluation to improve the efficacy of treatment and support services, in areas identified through its service performance review, including: -integrating peer support as part of the Victorian Responsible Gambling Foundation's treatment and support services (Section 4.2) -investigating the causes of client disengagement with Gambler's Help services and using the findings to improve client engagement and retention in counselling (Section 4.6) -evaluating the Victorian Responsible Gambling Foundation's various treatment approaches for gambling harm to assess their effectiveness (see Sections 2.1 and 4.6).	Yes	Subsequent to the development of an outcomes framework for the Foundation, the Foundation will assess client needs and review areas identified through the previous service review. Work to improve the efficacy of treatment and support services will be actioned in line with the Foundation's strategic plan 2021-22 to 2023-24.	1/07/2023	Yes		*Steps have been taken to change the Gambler's Help Clinical Guidelines to include the peer support option under available 'Client Services' which will encourage Gambler's Help services to refer clients. This work will be rolled out and finalised in Q4. Prevous service reviews, client journey mapping and the efficacy of various treatment approaches for gambling harm will be considered in the service review encompassing prevention, early intervention and treatment activities. This review is due to commence in Q1 2022-23, with funding agreements under the new Gambler's Help funding model to apply from 1 July 2024.	1/07/2023	In progress	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	3	develop an evaluation and outcomes framework to guide prevention and treatment programs, supported by: -a prevention program design that clearly seeks to address the identified risk factors/protective factors contributing to gambling harm (see Section 3.1) -a common set of outcome or proxy outcome measures that can enable the tracking of performance of both individual programs and the collective performance of programs (see Sections 3.3 and 3.4)	Yes	As acknowledged in the VAGO report, an outcomes framework to assess the Foundation's impact on gambling harm prevention and reduction, including consideration of the risk and protective factors that contribute to gambling harm, is presently under development. A common set of outcome or proxy outcome measures will be considered in this process.	1/07/2021	Yes		* Reducing gambling harm in Victoria: Outcomes framework completed and publicly released. * Framework includes a range of measures including outcome and proxy measures to consider the impact of programs as a whole. * Implementation of the framework across strategy, planning, monitoring, evaluation and reporting is in progress, with the first report on the framework planned in the 2022 calendar year. * Implementation of the framework is identified as a key priority in the Foundation's Our Strategic Priorities 2021-24, and will continue to be a focus of the Board and organisation with appropriate monitoring by the Board through its annual business plan and quarterly reporting process.		Complete	1/07/2021

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Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	4	include assessment of the cost-effectiveness of prevention approaches in future evaluations and for the media campaigns aimed at reducing the risk from sports betting among young people (see Section 3.2)	Yes	The Foundation's prevention programs are unique globally. Measuring cost effectiveness in preventing / reducing gambling harm is challenging and to the Foundation's knowledge has not been measured in other jurisdictions. The Foundation is currently measuring impact and effectiveness across the prevention program. Future evaluations will include a requirement to assess cost effectiveness of prevention approaches, where appropriate. Subsequent to the development of an outcomes framework for the Foundation, campaign effectiveness measures will be reviewed and revised where necessary to better demonstrate the impact of our multifaceted strategy to reduce the risk from sports betting among young people.	1/12/2021	Yes		* The Foundation has drafted and is in the process of finalising an Evaluation Framework which will articulate appropriate cost effectiveness approaches and principles that will be used when designing future evaluations and calculating cost effectiveness as a part of the evaluations. * The Foundation's Internal Procurement Unit has been consulted to identify the procurement documentation to update to reflect the requirement to consider cost effectiveness for evaluation projects. Evaluation panel assessment procedures and associated value-for-money considerations have already been actioned in enhanced procurement governance guidance documents (completed August 2021). * Broader programmatic considerations of the applicability of evaluation methodologies and cost effectiveness oversight will be included in process documents and associated templates with a proposed completion date of July 2022.	30/07/2022	In progress	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	5	identify, share and promote better practices within the funded organisations, with particular focus on building community capacity for preventing gambling harm by providing: -tailored guidance and resources to support program design and delivery (see Section 3.4) -opportunities for sharing learnings with and between funded organisations (see Section 3.4).	Yes	The Foundation has mature and strong partnerships with community-based organisations delivering prevention programs within communities. The Foundation identifies, shares and promotes practice improvements with its funded partners, and will continue to develop its processes to build community capacity for preventing gambling harm.	1/07/2022	Yes		* A new three-year Sector Development Hub Strategy with a focus on building community capacity for preventing gambling harm and knowledge translation will be delivered with assistance from a consultant that is in the process of being appointed. The resulting strategy will include mechanisms and systems for sharing learnings with and between funded organisations.	31/12/2022	In progress	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	6	establish client information sharing and referral protocols between different treatment service options, including between: -Gambling Help Online and all other Gambler's Help services (see Section 4.2) -the local Gambler's Help services and peer support options (see Section 4.2) -the Gambler's Helpline and Gambling Help Online services and programs for Aboriginal and Torres Strait Islander peoples and culturally and linguistically diverse communities, where appropriate (see Section 4.3)	Yes	The Foundation has commenced discussions and planning to enable client information sharing and referral protocols to be established between different treatment service options, including working with other jurisdictions to further integrate the online and Victorian systems. The initial priority in 2021-22 is the development of referral protocols between Gambler's Help services and peer support options.	1/07/2023	Yes		* Steps have been taken to change the Gambler's Help Clinical Guidelines to include the peer support option under available 'Client Services' which will encourage Gambler's Help services to refer client. This work will be rolled out and finalised in Q4 2021-22. * Client information sharing and referral protocols between different treatment service options will be considered in a service review encompassing prevention, early intervention and treatment activities. This review is due to commence in Q1 2022-23, and will outline a service delivery model with robust referral and integration between all treatment and support programs. Requirements around cross-referral and system capability will be included in funding agreements under the new Gambler's Help funding model to apply from 1 July 2024.	1/07/2023	In progress	

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Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	7	as part of the evaluation and outcomes framework outlined in recommendation 3, -complete a strategic review of its core service datasets to identify deficiencies or quality issues that limit the usefulness of this data (see Sections 4.2, 4.3 and 4.6) -further develop client-level outcome measures with the Gambler's Help service sector so that they measure efficacy and are fit for purpose (see Section 4.6).	Yes	Subsequent to development of the outcomes framework, the Foundation will review core service datasets and work with the Gambler's Help service sector to further develop client level outcomes measures to ensure service efficacy	1/07/2022	Yes		* As part of the outcomes framework development, VRGF existing datasets were reviewed and appropriate data to be monitored under the framework was identified and included. * Client level outcome data was considered as part of the development of the Outcomes Framework and a more fit for purpose analysis of this data developed based on the existing data collection. This preliminary work to support the Outcomes Framework will inform the scope and development of a service review encompassing prevention, early intervention and treatment activities. This review is due to commence in Q1 2022-23, and the scope will include reviewing core data sets and identifying an enhanced and fit for purpose core data set to align with KPIs and client outcome measures for funding agreements under the new Gambler's Help funding model to apply from 1 July 2024.	1/07/2023	In progress	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2020-21	18/03/2021	8	establish systems and protocols for gamblers with co-occurring conditions that enable the Foundation and its funded entities to undertake holistic screening assessments and refer cases to appropriate services across mental health, alcohol and other drugs, homelessness and family violence services (see Sections 4.4 and 4.5).	Yes	The Foundation will continue to explore opportunities to work with the Departments of Justice and Community Safety, Health, and Families, Fairness and Housing to establish practical and program-based systems and protocols to support identification, treatment and cross-agency referral of gamblers with co-occurring conditions.	1/12/2021	Yes		* Preliminary meetings held with relevant officers at Department of Justice and Community Safety, Health and Families, Fairness and House to determine scope of work, overlap of business areas and any existing, complementary initiatives * VRGF CEO wrote to the Secretaries of the three relevant Departments, requesting nominations for a cross-government working group. * Nominations received and first Inter-departmental Committee convened 25 March 2022, with Terms of Reference endorsed and key actions for the Committee agreed as exploring the feasibility of Gambler's Help Services signing up to the MARAM screening framework.	31/12/2022	In progress	
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	2	Revises its clinical governance framework to ensure it complies with the Victorian Clinical Governance Framework and completes implementing it as a priority to ensure staff have a clear understanding of how they contribute to safe, high-quality care.	Yes	Revise Clinical Governance Framework to ensure that it meets all criteria of the Victorian Clinical Governance Framework. Ensures that the Clinical Governance Framework is linked to priorities i.e. Priorities against each domain (leadership & culture, risk management, consumer partnerships, workforce, clinical practice) to providing high quality patient care (safe, effective and person centred) using a continuous improvement approach. Provide Education to staff on the revised framework and how they contribute to safe, high quality care.	30/09/2021	Yes		Western Health's (WH) Best Care Framework aligns with the Victorian Clinical Governance Framework and was launched at Bacchus Marsh/Melton (BM/M) in November 2021. A section of the WH Best Care Microsite is dedicated to 'Living Best Care at BM/M' and implementation of the Framework has involved collection of staff and patient best care stories and adoption of WH quality systems and tools designed to support application of best care.	1/03/2022	Complete	1/03/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	3	Implement initiatives that strengthen their staff's skills and confidence in speaking up.	Not specified	Review and implement strategies that strengthens staff's skills and confidence in speaking up.	31/10/2021	Yes		Supporting a positive staff culture that includes empowering and providing opportunities for staff to speak up about patient safety has been a significant focus of WH-BM/M transition activity post 1 July amalgamation. Actions to support this focus include roll-out of WH's Positive Workplace and Staff Wellbeing Programs, as well as	31/12/2021	Complete	31/12/2021

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											engaging staff in the WH's WeLearn system and providing tailored education on the reporting of patient incidents.			
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	4	Design and implement targeted initiatives to improve their staff's psychological safety.	Not specified	Conduct surveys/focus groups that understands what stops staff from feeling safe to speak up. Design and develop targeted initiatives that address root causes that will improve staff's psychological safety.	30/09/2021	Yes		Supporting staff's psychological safety has been a significant focus of WH-BM/M transition activity post 1 July amalgamation. Actions to support this focus include roll-out of WH's Positive Workplace and Staff Wellbeing Programs, as well as implementing all staff access 'Keeping you in the Loop' staff meetings and CEO Webinars.	31/12/2021	Complete	31/12/2021
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	5	Evaluate their initiatives to assess if they have been effectively improving their patient safety culture and apply learnings for continuous improvement.	Not specified	Evaluate the targeted initiatives implemented to improve staff psychological safety and apply learnings through: Plan, Do, Check, Act cycles.	Not specified	Yes		WH's six-monthly 'Staff Wellbeing Pulse' surveys have been expanded to cover BM/M staff. The latest survey was undertaken in November 2021. 88% of surveyed staff at BM/M agreed with the statement "I am encouraged to report any patient safety concerns I may have"	31/12/2021	Complete	31/12/2021
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	6	Provide updates on the implementation status of recommendations and actions in response to incidents at each board quality and safety subcommittee meeting, which, at the minimum, include: -reporting on recommendations that are overdue (not applicable for Ballarat Health Services) -reasons for delays in completing recommendations -actions taken to address delays	Not specified	Develop and implement a traffic light system that provides a status of recommendations and actions in response to incidents at each board quality and safety subcommittee meeting. (with red indicating there is an overdue recommendation requiring reason for delay and the actions to address it)	31/07/2021	Yes		The WH bi-monthly Best Care Report to the Board Quality & Safety Committee includes a serious adverse event summary (inclusive of BM/M events), with attached RCA reports completed in the reporting timeframe, as well as 6 monthly recommendation monitoring reports. The first BM/M serious incident 6 monthly recommendation monitoring report for inclusion in the Best Care Report was completed in March 2022.	10/03/2022	Complete	10/03/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	7	Analyse common contributing factors to serious and less serious incidents and report findings to their board quality and safety subcommittee at least every six months.	Not specified	Develop a report for quality and safety subcommittee that shows analyses and recommendations on ISR 1&2 and & ISR 3&4 incidents.	Not specified	Yes		WH's annual incident review paper to the Board Quality & Safety Committee has been redesigned to become a six monthly report that includes graphing and analysis of contributing factors to serious incidents. Contributing factors relating to BM/M serious incidents has been manually collated from investigation reports for inclusion in the redesigned report. This report will be expanded to include contributing factors from less serious incidents following upgrade of the Riskman Incident System in June 2022. This upgrade includes selection of contributing factors for all incidents as a new feature.	30/06/2022	In progress	
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	10	Improves the consistency and quality of its regular incident summary reports to the board by clearly indicating the status of ongoing incident investigations, including if there are overdue investigations and reasons for delays.	Not specified	As per 6.	31/07/2021	Yes		As per recommendation #6, the WH bi-monthly Best Care Report to the Board Quality & Safety Committee includes a serious adverse event summary (inclusive of BM/M events), with attached RCA reports completed in the reporting timeframe, as well as 6 monthly recommendation monitoring reports. The first BM/M serious incident 6 monthly recommendation monitoring report	10/03/2022	Complete	10/03/2022

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											for inclusion in the Best Care Report was completed in March 2022.			
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	11	Adopt more statistical approaches to identifying true performance variations, such as using run or control charts (or equivalent statistical approaches), to detect significant changes over time and departures from 'expected statistical variation'.	Not specified	Explore an appropriate run/control chart to capture significant changes over time and departures from "expected statistical variation.	31/08/2021	Yes		BM/M has been added to WH's Health Roundtable Membership to support a more statistical approach to identifying true performance variations. Variation reporting for BM/M has been incorporated into WH reports on Victorian Agency for Health Information (VAHI) performance monitoring and the WH bi-monthly Best Care Report has been enhanced to include in-focus sections to demonstrate longitudinal improvement over time against areas of clinical risk.	17/03/2022	Complete	17/03/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	12	Provide more detailed accounts to their boards regarding performance issues, including, at a minimum: -reasons for underperformance -actions to improve performance -the responsible person for addressing underperformance.	Not specified	For each key performance indicator accountable manager/director to state: reasons for underperformance actions to improve performance the responsible person for addressing underperformance	30/06/2021	Yes		A monthly BM/M Performance Report, including a best care dashboard for reporting meaningful quality, safety and performance metrics, a risk register, and an external variation monitoring performance check was developed in September 2021. The dashboard is updated monthly and discussed at a BM/M operational Quality & Safety meetings and monthly BM/M Performance meetings. Now established, information from this Performance Report informs the content of the bi-monthly Best Care Report submitted to the WH Board Quality & Safety Committee. Victorian Agency Health Information (VAHI) variation reporting to the WH Board Quality & Safety Committee now also includes BM/M information.	17/03/2022	Complete	17/03/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	13	Increase staff capacity and capability to meet timeliness requirements for completing incident investigations	Not specified	Provide education to managers and Quality staff on in-depth case reviews and incident management.	31/08/2021	Yes		A slow stream implementation of WH tools and processes supporting timely investigation and follow-up of clinical incidents at BM/M has been undertaken, in particular in-depth investigation and follow-up of serious incidents. This has been enabled by the secondment of an experienced WH Quality Partner to guide and support incident management and capability building at BM/M.	31/01/2022	Complete	31/01/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	15	Undertake thematic analyses of serious and less serious incidents at least every six months and report them to their board quality and safety subcommittee.	Not specified	As per 7.	Not specified	Yes		WH's annual incident review paper to the Board Quality & Safety Committee has been redesigned to become a six monthly report that includes graphing and analysis of themes for serious and less serious incidents. Thematic data relating to BM/M serious and less serious incidents has been sourced and analysed against monthly best care performance reporting for inclusion in the redesigned report.	17/03/2022	Complete	17/03/2022

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Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	16	Identify and address factors contributing to delays in completing serious incident recommendations.	Not specified	Identify whether there are any delays in completing serious incident recommendations and what the root cause of these delays in order to address them. If there is a delay understand root cause by surveying units who are having difficulty in addressing items on time. Implement strategies to address these items to ensure all recommendations are implemented on time.	31/10/2021	Yes		A slow stream implementation of WH tools and processes supporting timely investigation and follow-up of clinical incidents at BM/M has been undertaken, in particular in-depth investigation and follow-up of ISR1 and 2 incidents. WH clinical teams are engaged to offer timely support for clinical practice improvement action planning and implementation informed by serious incident investigations.	17/03/2022	Complete	17/03/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	17	Include impact assessments as a standard requirement of action plans following serious incident investigations and provide guidance to staff on appropriate measures to assess impact.	Not specified	Include assessments as a standard requirement of action plan templates following serious incident investigations. Incorporate into training (as per 13) that staff are educated on how to conduct impact assessments following serious incident investigations and the appropriate measures to assess impact. Revise Tool to ensure there is a structure in place to guide staff to complete the impact assessments including appropriate measures.	31/08/2021	Yes		A slow stream implementation of WH tools and processes supporting timely investigation and follow-up of clinical incidents at BM/M has been undertaken, in particular in-depth investigation and follow-up of serious incidents. These include impact assessment as a standard action plan requirement. A BM/M Best Care dashboard has been developed to support the assessment of action impact on areas of clinical risk.	17/03/2022	Complete	17/03/2022
Western Health	Clinical Governance: Health Services	2020-21	24/06/2021	18	Report the results of impact assessments in serious incident action plans to their board quality and safety subcommittees so they can be assured that recommendations have been effective.	Not specified	Report the results of impact assessments in serious incident action plans to the board quality and safety committees to ensure recommendations are effective.	30/11/2021	Yes		WH's annual incident review paper to the Board Quality & Safety Committee has been redesigned to become a six monthly report that includes graphing and analysis of clinical risk themed performance trends against the implemented actions from serious adverse events. Thematic performance data relating to BM/M serious incidents has been sourced and analysed against monthly best care performance reporting for inclusion in the redesigned report.	17/03/2022	Complete	17/03/2022
Western Health	Managing Private Medical Practice in Public Hospitals	2018-19	20/06/2019	9	Examine and ensure their com pliance with the National Healt h Reform Agreement, Medicar e Benefits Schedule billing, De partment of Health and Huma n Services' guidelines and Ind ependent Hospital Pricing Auth ority criteria (see Section 2.2).	Not specified	Western Health as a matter of priority will work collaboratively with DHHS and other agencies as appropriate to review compliance with a range of criteria in developing new DHHS guidelines.	Not specified	Yes		The DHHS have issued new guidelines for consultation in the sector. The guidelines were due December 2020, but the final version has not yet been released.	31/12/2021	Complete	31/12/2021
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	1	Review and update their CCTV policies to address the requirements of the Privacy and Data Protection Act 2014 (see Section 2.2)	Yes	Council's approach to address the recommendations of the report is to initially establish an internal working group of key stakeholders across the organisation who have responsibility in this matter. The role of the working group will include a review of the Audit report recommendations and identify clear, agreed actions to address each of the recommendations. The working group will also define appropriate and suitable timeframes by which each of the agreed actions will be undertaken.	4/03/2020	Yes		The CCTV Surveillance Policy has been amended to comply with the Privacy and Data Protection Act 2014. It was endorsed by Council's Executive Leadership Team in November 2021. A decision was made to allocate a dedicated resource for the implementation and monitoring of compliance of the policy. A new budget initiative to recruit a resource was considered by Council at the draft budget meeting in early 2022 and is scheduled for formal budget approval by Council in June 2022. This resource will	30/09/2022	In progress	

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											submit the updated CCTV policy to Council for adoption in September 2022.			
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	2	Assess all CCTV systems installed prior to the approval of a CCTV policy to ensure they comply with the policy (see Section 2.2)	Yes	See Recommendation 1	4/03/2020	Yes		The Box Hill mall and Britannia mall systems were reviewed and relocated to more secure locations to ensure compliance. Other CCTV systems have also been assessed and appropriate action taken to ensure they comply with the policy.	31/12/2020	Complete	31/12/2020
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	3	Assess the privacy impacts of proposals to install new or additional CCTV surveillance devices in public places (see Section 2.3)	Yes	See Recommendation 1	4/03/2020	Yes		The updated Code of Practice for CCTV Surveillance specifies that a privacy impact assessment (as per a standard template), along with supporting community consultation, risk assessment and a business case must be submitted to the Executive Leadership Team for approval, prior to installation of any new or additional cameras. This Code of Practice was endorsed by the Executive Leadership Team in November 2021 and will implemented once the CCTV policy is adopted by Council.	31/10/2022	In progress	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	4	Develop site-specific operating procedures for their corporate CCTV systems to reflect the requirements of the Privacy and Data Protection Act 2014 and their policies (see Section 2.2)	Yes	See Recommendation 1	4/03/2020	Yes		The Code of Practice for CCTV Surveillance includes a standard template for a site-specific procedure. The responsible facilities managers will use this template to develop their procedures.	30/11/2022	In progress	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	5	Allocate responsibility for overseeing the operation of CCTV systems to an appropriate senior manager and implement regular reporting on key aspects of CCTV system use (see Section 2.4)	Yes	See Recommendation 1	4/03/2020	Yes		Manager Governance and Integrity has been assigned responsibility to oversee the operation of CCTV systems and implement regular reporting on key aspects. The regular reporting requirements on privacy compliance and operational aspects of the CCTV system have been identified in the Code of Practice. Quarterly reporting to the Executive Leadership Team will commence when the dedicated resource has been appointed.	31/10/2022	In progress	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	6	Include a periodic audit of CCTV system use and data security in their forward internal audit programs (see Section 2.7)	Yes	See Recommendation 1	4/03/2020	Yes		The CCTV Surveillance Policy indicates that an internal audit will be undertaken at least every two years and reported to the Council Audit & Risk Committee. This is currently being scheduled in the internal audit program.	31/05/2022	In progress	

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Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	7	Review and update the content and position of all signage in locations with corporate CCTV systems to reflect better practice (see Section 3.2)	Yes	See Recommendation 1	4/03/2020	Yes		The standard CCTV signage to be adopted at all key points at Council facilities and public places monitored, has been included in the updated Code of Practice. Prominent CCTV surveillance signage has now been installed at all relevant sites.	31/12/2020	Complete	31/12/2020
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	8	Review and address access control and data security weaknesses for corporate CCTV systems (see Section 3.3)	Yes	See Recommendation 1	4/03/2020	Yes		Several improvements have been implemented or are planned to be implemented to address the access control and data security issues identified and included in the Code of Practice. Implementation of the outstanding improvements will be completed by the new resource planned to be appointed in July 2022.	31/10/2022	In progress	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	9	Ensure regular audits and evaluations of public safety CCTV systems and hold the oversight committees for these systems to account for meeting their responsibilities under agreements with Victoria Police (see Sections 2.5 and 2.6)	Yes	See Recommendation 1	4/03/2020	Yes		Improvements to the structure and frequency of meetings and the reporting, monitoring and evaluation framework relating to the MoU with Victoria Police, have been identified and included in the Code of Practice. The amended way of operating and reporting will be implemented when the dedicated resource is appointed	30/12/2022	In progress	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	2018-19	19/09/2018	11	Establish an agreement with Victoria Police for the public safety CCTV system at the Box Hill mall and laneways (see Section 2.5)	Yes	The VAGO report recommends that Council establish an agreement with the Victoria Police for the public safety CCTV system for the Box Hill Mall and laneways. We will raise this matter with the Victoria Police and seek to address it by December 2018. It is also our intention to take appropriate action to remove the relevant CCTV system hardware and monitor stored within the offices of the owner of the Box Hill shopping centre and have it relocated within secured Council property. This matter will be given high priority and an investigation will commence in collaboration with the shopping centre owner to determine the scope of works and associated costs.	31/12/2018	Yes		This has been identified in the Code of Practice and will be implemented when the dedicated resource is appointed	30/12/2022	In progress	
William Angliss Institute	Enrolment Processes at Technical and Further Education Institutes	2019-20	11/09/2019	6	Promptly report all non-compliances with the vocation al education and training funding contract identified in internal audits to the Department of Education and Training (see Section 4.4).	Did not respond	William Angliss completes the mandatory annual internal audit of compliance with VFC enrolment requirements and submits to the department by the required due date. Additionally it frequently also undertakes additional internal audit review of VFC compliance which involves sample data. Findings of these activites (including any material non-compliances) are tabled at the Institute's Finance Audit & Risk Management Committee and Board after which any reporting to the Department is undertaken as required which includes being identified within the annual return.	Did not respond	Yes		Partially complete with further reporting emanating from internal audit program audits to be incorporated in future reporting.	31/07/2022	In progress	

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Wimmera Health Care Group	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	1	That health services review processes to improve length-of-stay times for patients in triage category 3 ('urgent')	Yes	Not specified	Not specified	Yes		Interim Admission Orders Procedure and documentation have been reviewed. There is an established process for the direct admission of palliative patients to the inpatient wards. The demands of COVID19 has somewhat distracted from focusing on initiatives to improve patient flow. Increased complexity of patients precenting to ED has exacerbated the problem which remains an ongoing challenge. We continue to recruit for a Director and permanent medical staff. An Intake Medical Registrar position has been established to improve the admission process.	31/12/2022	In progress	
Wimmera Health Care Group	Efficiency and Effectiveness of Hospital Services: Emergency Care	2016-17	26/10/2016	2	That health services develop a whole-of-hospital commitment to improve emergency department patient flow into and out of in-patient wards, to reduce length of stay for admitted patients	Yes	Not specified	Not specified	Yes		Processes are constantly reviewed. Average length of stay is currently 3.8 days (excluding >21day stays). This reflects efficient patient flow. However, wards have several patients with behavioural disorders, dementia and NDIS patients and these patients are very difficult to discharge. RACS and disability services are declining to accept these patients and it is often very difficult to allocate a home. There is a Grampians Timely transfer of older people project aimed at addressing this issue. The discharge planning process has been improved to increase timely discharge. The process is becoming increasingly medical officer led in collaboration with Admission & Discharge Coordinator to identify planned discharges earlier.	31/12/2022	In progress	

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Wyndham City Council	Delivering Local Government Services	2018-19	19/09/2018	1	Implement an integrated service planning and review framework that: -includes a clear relationship between the services the council delivers and the objectives outlined in its council plan -links service objectives to identified community needs -describes how services will be supported with appropriate assets and infrastructure -identifies service standards and performance measures -includes benchmarking to enable comparison with other councils' performance -investigates ways to achieve cost efficiencies through alternative service delivery models, such as shared service arrangements or outsourcing -includes mechanisms to ensure that the level of service and mode of service delivery are regularly reviewed (see Sections 2.2, 2.3, 2.4, 3.3 and 3.5)	In part	An integrated service planning and review framework is critical to ensuring efficient delivery of services. Rather than focusing on episodic service reviews, with the associated cost and impact on customers, Wyndham has adopted a continuous improvement approach based on customer purpose, effectiveness and efficiency of service delivery, and performance reporting based on public/best value. Significant work is also being undertaken to integrate services and assets planning. This will link the demand for services with the provision of assets, by Council or others, to provide best value over the long-term.	Not specified	Yes		Council's Service and Asset Planning Policy has been updated, and endorsed by the Executive Leadership Team for internal use, which includes a new service planning methodology which directly addresses each item included in the recommendation in it's process. The methodology takes a long-term and holistic approach to planning.	31/03/2022	Complete	16/03/2022
Wyndham City Council	Delivering Local Government Services	2018-19	19/09/2018	2	Achieve a better understanding of service costs to inform service planning and budgets using activity-based costing or, where impractical, elements of this (see Section 2.5)	In part	Wyndham was found to have a comprehensive activity-based cost accounting model. Wyndham will continue to use this and embed a service and activity costing approach in accounting and reporting.	Not specified	Yes		Capturing and reporting on service costings continues to be a priority for Wyndham. Wyndham is in the process of undergoing a large scale IT Business Transformation Project and the opportunity to better capture and report on service costings are in the very early stages of being scoped.	1/12/2022	In progress	
Wyndham City Council	Delivering Local Government Services	2018-19	19/09/2018	4	Systematically identify and implement opportunities to improve the cost efficiency of corporate services functions (see Section 3.4)	In part	Wyndham already has an efficiency program that targets opportunities to eliminate non-value add in the corporate services functions. It is expected further efficiencies will be identified and implemented. Wyndham will continue to proactively seek ways to achieve cost efficiencies through alternative service delivery models.	Not specified	Yes		Council has a new CEO with an increased focus on Service Reviews, as result of the Council Plan and Long Term Financial Plan adopted in mid 2021. Council has new strategic documents adopted to guide this work by Council. A Fit for Future review and organisational realignment process has recently commenced. Target date to complete is aligned with Council Plan period.	31/12/2023	In progress	
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	1	set and document timeframes to survey the condition of sealed and unsealed road networks with consideration of Australian Road Research Board's Best practice guide for sealed roads 2020 and Best practice guide for unsealed roads 2020 (see Section 2.1)	Yes	Council's Road Infrastructure Asset Management Plan document will be updated to reflect the frequency of sealed road condition surveys to be every 3 years. The Road AMP will be reviewed in 2021/22 so document will be published 30 June 2022. Please refer to action 6 for response to unsealed road survey	1/06/2022	Yes		Council is developing an Asset Managmement Plan as per Local Government Act 2020. This plan is currently in the deliberative community engagment phas eof development. The requirment specifying the frequency fo sealed road inspections (3 yearly) is being incorporated in this plan.	30/06/2022	In progress	

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Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	2	review road surveying methods and consider options to incorporate technologically advanced surveying equipment (see Section 2.1)	Yes	The contract for the sealed road condition assessment has just been awarded and includes the use of visual and technological assessments. Survey vehicles utilising a laser profilometer will assess rutting, roughness and surface texture across approx. 40% of the road network. This is in addition to the visual assessment of conditions in accordance with IP\1\EA Condition Assessment & Asset Performance Guidelines. The remaining 60% of assessments will utilise visual assessments alone . This mix of assessments helps with affordability while targeting the technology-based assessments on the roads with higher risk of significant deterioration.	1/03/2021	Yes		The sealed road condition assessment has be just been completed awarded and included the use of visual and technological assessments. Survey vehicles utilising a laser profilometer assessed the entire sealed road network. This is in addition to the visual assessment of conditions in accordance with IPWEA Condition Assessment & Asset Performance Guidelines.		Complete	25/03/2022
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	3	review specifications of current predictive modelling software for roads and evaluate the need to procure, or jointly procure with other councils, an alternative software that integrates with other key council systems and is fit-for-purpose (see Section 2.1)	Yes	Council has recently procured an Enterprise System, Technology One. This system includes a Strategic Asset Management (SAM) module. This SAM module will be configured following the successful implementation of the Asset Lifecycle Management (ALM) module which is already in the process of being implemented . The SAM module timeframe will be approx. 2 years, as it is essential that the ALM module is embedded and working as required before the SAM module can integrate and provide accurate modelling based on the data in the ALM.	1/12/2023	Yes		Council has recently procured an Enterprise System, Technology One and implemented a number of modules eg financials.The Enterprise Asset Management (EAM) module is currently being tested by Council and upon full implementation a Strategic Asset Management (SAM) module will be configured. The SAM module timeframe will be approx. 2 years, as it is essential that the EAM moduleto be embedded and working as required before the SAM module can integrate and provide accurate modelling based on the data in the ALM.	1/12/2023	In progress	
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	4	provide communities with detailed information on service levels for road maintenance and collect their feedback at least once every two years (see Section 2.2)	Yes	Council is currently reviewing the Road Management Plan (RMP) and this will be placed out for public comment and then published on the website following completion of the review in accordance with the Road Management Act. Intervention and corresponding service levels are documented in the RMP. This information will be summarised on council's website. Further work is being done to include road maintenance service levels as a focus into the annual Community Consultation survey to gain community feedback.	1/07/2022	Yes		Council has adopted the updated Road Management Plan (RMP) version 5. Intervention and corresponding service levels have been reveiwed andare documented in the RMP. This information is on council's website.	1/07/2022	Complete	23/11/2021
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	5	set unit rates for reactive maintenance to: - determine the adequacy of planned maintenance in reducing reactive maintenance costs - compare costs of different road maintenance activities (see Section 2.3)	Yes	Maintenance costs will be recorded by the ALM module of the Technology One system (to be implemented late 2021). Each work order will have actual and resource costs assigned and linked to the finance system to allow real cost analysis. Reporting of costs per road and activity using the 'M:>rk orders and quarterly reporting will be used to inform proactive maintenance activities and budgeting . The system provides oversight to ensure programmed works and reactive works are coordinated by alerting of duplication. Work order costing will provide actual expenditure on road assets to determine where reactive budget is being spent. This will inform proactive re-sheeting and resealing programs.	1/12/2021	Yes		Maintenance costs have been included in the EAM module of the Technology One system (currently under test by Council). Each work order has actual and resource costs assigned and is linked to the finance system to allow real cost analysis. Reporting of costs per road and activity using the work orders and quarterly reporting will be used to inform proactive maintenance activities and budgeting is currently being tested. The system provides oversight to ensure programmed works and reactive works are coordinated by alerting of duplication. Work order costing will provide actual expenditure on road assets to determine where reactive budget is being spent. This will inform proactive re-sheeting and resealing programs.	31/12/2022	In progress	

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Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	6	record and maintain road condition data for its unsealed road network (see Section 2.1).	Yes	Council notes this as an improvement opportunity and will work with the Road Maintenance contractor to conduct pre-condition audits of the unsealed netvvork prior to grading. The time frame for this work to be completed is following the award of the next contract due in May 22. Although full implementation will likely take 6 months following that date.	1/10/2022	Yes		The Road Maintenance contract is currently subject to public tender andhas been updated to include the conduct pre-condition audits of the unsealed netvvork prior to grading.The time frame the award of the new contract is May 22. Although full implementation will likely take 6 months following that date.	31/12/2022	In progress	
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	7	ensure data reported to Victorian Local Government Grants Commission and as part of the Local Government Performance Reporting Framework is accurate by: - complying with relevant instructions - establishing quality assurance processes over data collection and submission - periodically reviewing data to identify errors (see Section 3.1)	Yes	Council notes this as an improvement opportunity and will refer these comments to the Asset management team.	1/12/2021	Yes		The Infrastructure Maintenance team has identifed key targets for inclusion in the LGPRF Dataset and has commenced consultation with the organisation on the best way to provide the accurate data for the LGPRF	1/12/2022	In progress	
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	8	identify, collect and internally report on data necessary to understand whether the council is achieving long-term value for money in road maintenance, including: - expenditure on planned and reactive maintenance - use of different seal types - amount of resealing completed (see Section 3.1)	Yes	Maintenance costs will be recorded by the ALM module of the Technology One system (to be implemented late 2021). Each work order will have actual and resource costs assigned and linked to the finance system to allow analysis of real costs.	1/12/2021	Yes		Maintenance costs will be recorded by the EAM module of the Technology One system which is curently being tested by Council. Each work order has actual and resource costs assigned and is linked to the finance system to allow analysis of real costs.	31/12/2022	In progress	
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	9	undertake self-assessments of the cost of road maintenance against similar councils by: - using publicly available data from Victorian Local Government Grants Commission and the Local Government Performance Reporting Framework - incorporating detailed analysis of factors such as traffic volume and road surface to understand whether costs are commensurate with community needs (see Section 3.1).	Yes	Council notes this as an improvement opportunity and will seek to incorporate the review of this data as an assessment step in the process of Strategic Asset Management	1/12/2023	Yes		Subsequent to the full implementation of the EAM, Council will undertake appropriate benchmarking	1/12/2023	Not started	
Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	11	collect and retain data on compliance with timeliness standards in road management plans (see Section 3.2)	Yes	Council notes this as an improvement opportunity and has already made improvements in this area with increased reporting	1/12/2021	Yes		Council monitors timeliness of response for reactive maintenance and proactive annula inspection programs through the Confirm program (EAM replacing Confirm in late 2022). Council can confirm that all annual proactive inspections were undertaken in accordance with the Road Managment Plan requirements. The annual high use footpath inspection is currenlty underway.		Complete	25/03/2022

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Yarra Ranges Council	Maintaining Local Roads	2020-21	17/03/2021	12	establish performance measures for road management plans and use them to annually review performance and the practicality of standards set out in the plans (see Section 3.3).	Yes	The review of the RM P this year will seek to further clarify service and compliance levels. A reporting structure will be implemented in line with this performance measures.	1/12/2021	Yes		The Road Management Plan was endorsed by Council on 23 November 2021. The EAM Module will allow for complaince reproting against various RMP targets.	31/12/2022	In progress	
Yarra Ranges Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	1	Consult with water authorities, the Environment Protection Authority, the Department of Environment, Land, Water and Planning, and other key stakeholders in undertaking integrated water cycle management planning processes for their municipalities so that the management of domestic wastewater risks is not planned in isolation of the management of stormwater, floods, alternative water supplies and drinking water supplies (see Section 5.8)	Yes	YRC agree with an integrated approach to IWCM planning. Establish a Steering committee of key stakeholders who will oversee and contribute to the development of the DWMP. This will include a risk based approach and key priorities for implementation.	30/12/2019	Yes		Council meets with Yarra Valley Water on a 4 monthly basis to review upcoming sewer projects. In addition Council has been working closely with water authorities, EPA Victoria and key stakeholders regarding complaints, sewer backlog program, wastewater applications and monitoring of natural water bodies.	31/12/2021	Complete	31/12/2021
Yarra Ranges Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	2	Implement a rolling annual program of compliance inspections in high-risk properties and townships to bring onsite systems in line with permit and/or policy requirements and follow-up noncompliance (see Section 3.3)	Yes	A risk based area based inspection system will be included in the DWMP. Once high risk areas are prioritised a phased approach to inspections will be introduced. The recommendation for the EPA & DELWP to review the regulatory framework, tools and guidance for domestic wastewater management to address issues is paramount in the ability of councils being able to bring systems into compliance. Develop a staged approach to compliance inspections as per DWMP.	30/12/2019	Yes		Yarra Ranges Council has inspected upwards of 1500 unsewered properties as part of an ongoing septic tank inspection program. Yarra Ranges Council in conjunction with an environmental consultant developed a risk matrix to identify high risk properties where wastewater is managed by a septic tank system. The matrix attributes values to properties based on density, soil type, proximity to water courses and landslip to highlight high risk properties. The properties identified can then be assessed for property size, age of system and likelihood of offsite discharge to refine and identify the highest risks properties / areas to target for rolling inspections by authorised officers. In addition to the risk based approach inspections also are based on complaints received.	31/12/2021	Complete	31/12/2021
Yarra Ranges Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	3	Develop and implement a data management plan to collect accurate information on the number, location and performance of onsite systems—data collection should be prioritised using a risk-based approach to identify areas for collection based on highest to lowest risk (see Section 2.2)	Yes	YRC council agree that this is a high priority and will become part of the preparation for the DWMP. Council will use an industry recognised risk management strategy to identify areas of highest risk. Develop a data management plan. Collect and analyse data which will inform the risk based compliance inspections.	30/12/2019	Yes		Council is currently in the process of digitising copies of historical / legacy septic tank files to corresponding properties within the Shire, and will help to provide a more accurate view of wastewater within the municipality. In addition, to digistising historical data, all new permits information is being digtised and when council inspects a property or responds to a complaint regarding septic systems, that properties data is also digitised. Data from the rolling inspection program is also being digistised. The program will also assist water authorities to identify areas where sewer is required and how to identify active systems that require decommissioning when the property is connected to the sewer.	31/12/2021	Complete	31/12/2021

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											Over 50% of available files have been matched to corresponding properties.			
Yarra Ranges Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	4	Develop an education plan to inform property owners of their responsibilities and requirements to maintain and upgrade their onsite systems as required, which must include an evaluation framework to assess its effectiveness (see Section 3.5).	Yes	This education plan must be designed in conjunction with water authorities and government bodies to ensure a consistent and effective message is provided to the community. Education plan will form part of the DWMP.	Not specified	Yes		Council has developed new conditions for septic tank installations and permits for use that accurately reflect the requirements of the Code of Practice and relevant Australian / New Zealand Standards. New planning conditions have also been drafted. The conditions clearly outline controls and requirements for applicants, installers, owners and operators of septic tank systems. Council developed a training program and evaluation checklist for all authorised officers to undertake so that they are aware of legislative controls and can confidently and professionally assess and action septic tank enquiries, applications and complaints. In addition to the above, Council uses the improved planning conditions to educate new owners of septics of their responsibilities. In addition Council provdies education to exisitng owners when we respond to to complaints and when we are undertaking site inspections.	31/12/2021	Complete	31/12/2021
Yarra Ranges Council	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	5	Finalise its domestic wastewater management plan by 2019 identifying high-risk unsewered townships for servicing in collaboration with Yarra Valley Water, the community and other key stakeholders (see Section 2.2)	Yes	YRC has committed to finalising its DWMP by end 2019 in order to create a document that can effectively capture all required info and set up a risk based management approach. As YRC has identified this as a priority a Wastewater project EHO has been appointed to complete the DWMP. Wastewater officer appointed. Develop a Discussion paper and Project Plan. Develop the YRC DWMP. Please note that work has begun including project planning, research and liaising with stakeholders.	30/12/2019	Yes		Council endorsed the final draft of the Domestic Waste Water Plan on November 2021. The wastewater plan has been developed by Council in conjunction with a suitably qualified and experienced environmental consultant. The plan recognises the position of the Council and the community in that effective management of wastewater has a significant positive impact on public health, the environment and local amenities.	31/12/2021	Complete	31/12/2021

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Yarra Valley Water	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	16	Together with councils, educate their customers and ratepayers about the life cycle costs of installing, operating and maintaining onsite systems, alternative service options and sewer as part of the decision-making process to determine the most cost-effective fit-for-purpose servicing option (see Section 5.6).	Yes	Community Sewerage Program and catchment based Integrated Water Cycle Management planning processes will involve Councils and local communities in decision making. This will include discussion of optimised servicing options and incorporate processes for deciding on funding options for fit-for-purpose solutions. These processes will include education of the community in relation to the various sewerage servicing options being considered for the specific area (including onsite systems where applicable). Septic system lifecycle costs and best practice maintenance information will be provided to residents participating in the Park Orchards trial upon completion of the trial. The extent of YVW involvement with these systems post-trial will be determined based on the outcome of the trial.	31/12/2021	Yes		Yarra Valley Water's Park Orchards Trial Evaluation Report summarises the outcomes of the trial and includes life cycle costs for the installation and operation of onsite systems in comparison with sewerage. The report was made publicly available and shared with councils in March 2022. In our current pricing submission, we have conducted an extensive review of all unsewered properties in consultation with councils. This has identified properties that require servicing in our Community Sewerage Program, and where reticulated sewerage is not a cost-effective option for these properties, we are evaluating alternative servicing options. Yarra Valley Water has also recently opened a dedicated shopfront in Monbulk, as an information point for Dandenong Ranges' residents to learn more about the Community Sewerage Program, and a friendly environment in which they can ask questions and we can help them to connect to the new sewerage system. This provides an opportunity to directly educate customers about servicing options and help them make decisions about the best solution for their property. This action was directly connected to the undertaking of an extended in-field trial of several years duration and as such we believe it was reasonable that it took 42 months to complete, as highlighted in Figure 1J. The completion date for the action was originally committed as at December 2021, however as a result of some minor delays in finalising the public report for the trial (including allowing for members of the public who participated in the trial to review the report), it was subsequently completed by March 2022.	30/03/2022	Complete	30/03/2022
Yarra Valley Water	Managing the Environmental Impacts of Domestic Wastewater	2018-19	19/09/2018	17	Implement an ongoing monitoring program, in consultation with YRC and other relevant catchment agencies, to confirm areas prioritised by councils for servicing and to confirm that the servicing option implemented has reduced environmental and public health risks (see Section 2.4)	Yes	YVW is currently working with Melbourne Water, Monash University and YRC to gather baseline water quality data in targeted locations in the Dandenong Ranges. It is anticipated that the monitoring of the same waterways will continue once the new sewer network is completed and connections to the system are made. YVW will work collaboratively with Melbourne Water (and Port Phillip and Westernport CMA and others as appropriate) to develop a coordinated and ongoing monitoring program that provides an evidence base linking Community Sewerage Program investment to waterway and catchment health outcomes. Pending the initial outcomes of the Dandenong Ranges Monitoring Scheme and the development of a collaborative monitoring program with relevant catchment management authorities, further monitoring	30/06/2020	Yes		Yarra Valley Water has worked with Councils, Melbourne Water and Universities to test and develop an effective monitoring program for our Community Sewerage Program. We have engaged with universities to access the latest technology and methods for detecting septic effluent, such as passive sampling and DNA analysis. Working with Melbourne Water has given us access to existing datasets and programs to maximise efficiency and collective knowledge. Our monitoring plan will implement project-based environmental monitoring before and after works, and the costs have been included in our current pricing submission to ensure that there is ongoing funding for the program. The program will be implemented in trial phase in 2022 with the intention to implement a full program ongoing from 2023.	31/12/2022	In progress	

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							will be rolled out to other areas included in the Community Sewerage Area.							
Yarra Valley Water	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	1	Adopt a holistic approach to cybersecurity by integrating security efforts across both the corporate and control system environments (see Section 2.3)	No	At Yarra Valley Water we take a risk-based approach to Cyber Security. We have a rolling three-year Cyber Security Strategy refreshed annually, based on an assessment of the risk posed to our organisation. As noted in your findings, we have made a significant investment in the strengthening of our corporate environment in the recent past. This strengthening has included reinforcement of our perimeter security which helps protect our ICS from an external attack. It is important to note that the security testing undertaken by VAGO for this audit was done from within our secure perimeter with access provided by Yarra Valley Water, and as such this security layer was not tested. With that said, the Board and Executive of Yarra Valley Water appreciate the emerging risk associated with the security of the ICS environment. While at present our ICS are substantially used to monitor rather than control our Operational environment, as the use of technology matures the security of this environment will be of paramount importance. In recognition of this we are planning to make a significant investment in the security of our ICS environment in the current and future years, in line with our risk based Cyber Security Strategy. As well as investing in cyber security tooling and networking, we are combining our ICS and traditional IT areas into a single Group to ensure a holistic approach to Cyber Security Architectures and practices. Ongoing strengthening of our ICS security will form part of current and future years' plans as our environment and the external landscape evolves.	Not specified	Yes		All actions are now complete. 24x7 Cybersecurity Monitoring and Response Service (OT SOC) was fully operational in July 2021. Network segmentation of the IT and OT domains was completed in December 2021. We have had a dedicated Operational Technology Security Specialist role since early 2021.	30/06/2022	Complete	31/12/2021

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Yarra Valley Water	Security of Water Infrastructure Control Systems	2018-19	29/05/2019	3	Identify control system asset security vulnerabilities and risks at the detailed level (see Section 2.5)	No	Not specified	Not specified	Yes		We have a well established process for patch and vulnerability management and use Crowdstrike to monitor compliance on an ongoing basis as new patches are constantly released. We have internal targets for the number of outstanding critical and high risk patches and have built the work required to undertake this work into our BAU processes.	28/02/2022	Complete	30/06/2022

Auditor-General's reports tabled during 2021–22

Report title	
Integrated Transport Planning (2021–22: 01)	August 2021
Major Infrastructure Program Delivery Capability (2021–22: 02)	September 2021
Clinical Governance: Department of Health (2021–22: 03)	September 2021
Managing Conflicts of Interest in Procurement (2021–22: 04)	September 2021
Major Projects Performance (2021–22: 05)	September 2021
Administration of Victorian Courts (2021–22: 06)	October 2021
Protecting Victoria's Biodiversity (2021–22: 07)	October 2021
Management of Spending in Response to COVID-19 (2021–22: 08)	October 2021
Supplying and Using Recycled Water (2021–22: 09)	November 2021
Auditor-General's Report on the Annual Financial Report of the State of Victoria: 2020–21 (2021–22: 10)	November 2021
Results of 2020-21 Audits: Local Government (2021–22: 11)	December 2021
Council Waste Management Services (2021–22: 12)	December 2021
Business Continuity During COVID-19 (2021–22: 13)	February 2022
Effectiveness of the Navigator Program (2021–22: 14)	March 2022
Government Advertising (2021–22: 15)	April 2022
ICT Provisioning in Schools (2021–22: 16)	April 2022
Offsetting Native Vegetation Loss on Private Land (2021–22: 17)	May 2022
Fraud Control over Local Government Grants (2021–22: 18)	May 2022
Managing Body-Worn Cameras (2021–22: 19)	June 2022
Kinship Care (2021–22: 20)	June 2022
Melbourne Metro Tunnel Phase 2: Main Works (2021–22: 21)	June 2022
Responses to Performance Engagement Recommendations: Annual Status Update (2021–22: 22)	June 2022

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