

Responses to
Performance
Engagement
Recommendations:
Annual Status
Update 2023

August 2023

Independent assurance report to Parliament
2023–24: 2

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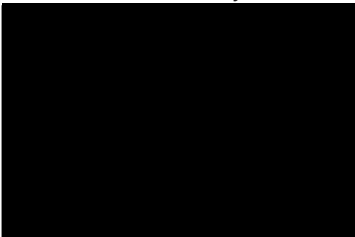
The Hon Shaun Leane MP
President
Legislative Council
Parliament House
Melbourne

The Hon Maree Edwards 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 2023*.

Yours faithfully



Andrew Greaves
Auditor-General
30 August 2023

The Victorian Auditor-General's Office (VAGO) acknowledges the Traditional Custodians of the lands and waters throughout Victoria. We pay our respects to Aboriginal and Torres Strait Islander communities, their continuing culture, and to Elders past and present.

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Review snapshot

What we examined

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

Why this review is important

Our performance engagements assess whether government agencies are effectively and efficiently meeting their objectives, using resources economically and complying with legislation.

They often identify opportunities for improvement, which are reflected in our recommendations.

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

This review provides transparency to the Victorian public and parliamentarians on agencies' responses to our performance engagement recommendations. It holds agencies accountable for addressing identified areas for improvement.

What we examined

In this report we focus on all 1,518 recommendations we made between July 2018 and June 2022.

We surveyed 64 agencies on 619 unresolved recommendations from that period.

We also surveyed 13 agencies on 38 unresolved recommendations from before July 2018. We did not include these aging recommendations in the July 2018 to June 2022 dataset, which is the focus of this report.

What we concluded

Most agencies reported that they accept and are implementing our recommendations.

For recommendations in reports we tabled between July 2018 and June 2022, agencies we examined had:

- accepted 1,469 (96.8 per cent)
- completed 1,166 (79.4 per cent) of these
- taken a median of 12 months to complete them.

There are 303 accepted recommendations (20.6 per cent) that are unresolved. Agencies should complete these recommendations to mitigate the risks we found in their respective engagements.

Key facts

This review

We examined performance engagement recommendations from reports tabled between July 2018 and June 2022



97%
of recommendations
accepted



79%
of recommendations
completed



71%
of unresolved
recommendations have
delayed target dates



12 months
median time
to complete
recommendations

Source: VAGO.

1.

How agencies responded to our recommendations

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

Performance engagements and recommendations

We conduct performance engagements that assess whether public sector agencies have efficient, effective, economical and compliant programs and services.

Our performance engagements may identify poor performance, which we detail in our reports. In these instances, our reports make recommendations to help agencies address the root causes.

We give agencies the opportunity to respond to recommendations before we table our reports. Agencies may state whether they accept the recommendation in full, in part, in principle or not at all. They may also state the actions they will take to address each recommendation and a target date for completion of these actions.

We conduct this review each year to ask agencies whether they have progressed in completing the recommendations.

Follow-up on outstanding recommendations

During this review, we followed up on unresolved recommendations. We asked agencies for updates on:

- their acceptance of the recommendation
- what actions they have taken in response to the recommendation
- whether the recommendation is now complete
- when they completed the recommendation or their updated target date for completion.

This section summarises the recommendation updates agencies have given us.

For full detail on specific recommendations, see Appendix G or the accompanying dashboard published on our website.

How our recommendations seek to improve public services

Addressing the root causes of poor performance

We make recommendations to public sector agencies about their programs and services. We aim to help agencies address the root causes of poor performance.

Our recommendations, like the public sector, encompass a broad range of agencies and services. We tabled 77 reports between July 2018 and June 2022 that made recommendations to 100 agencies. Government departments received the majority (54.1 per cent) of recommendations.

We identified common types of poor performance highlighted by our reports and common types of actions our recommendations suggest. To do this, we categorised our recommendations using the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) Internal Controls – Integrated Framework (COSO framework) and our own thematic framework. We detail this analysis in Section 2 of this report.

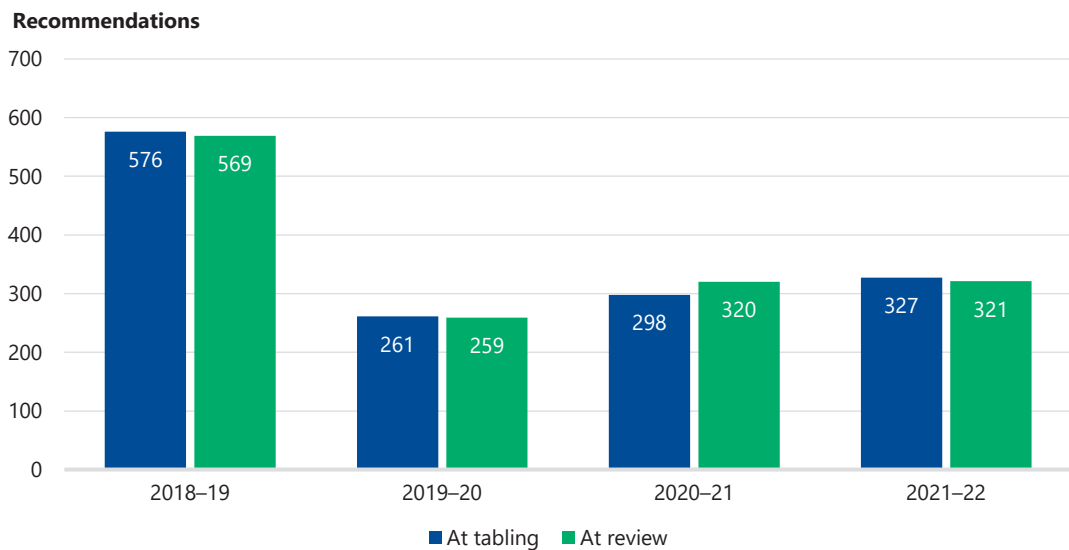
Agencies accepting and completing our recommendations

Accepted recommendations

Before tabling a report, we ask audited agencies whether they accept our recommendations. We asked agencies again as part of this review.

Of the 1,518 recommendations we made in our reports between July 2018 and June 2022, agencies initially accepted 1,462 (96.3 per cent). This has increased to 1,469 (96.8 per cent) at the time of this review. While this change is due to the significant increase in accepted recommendations tabled in 2020–21, this acceptance has decreased slightly in other years.

Figure 1: Number of recommendations accepted at time of tabling and at time of review, by tabled year



Source: VAGO.

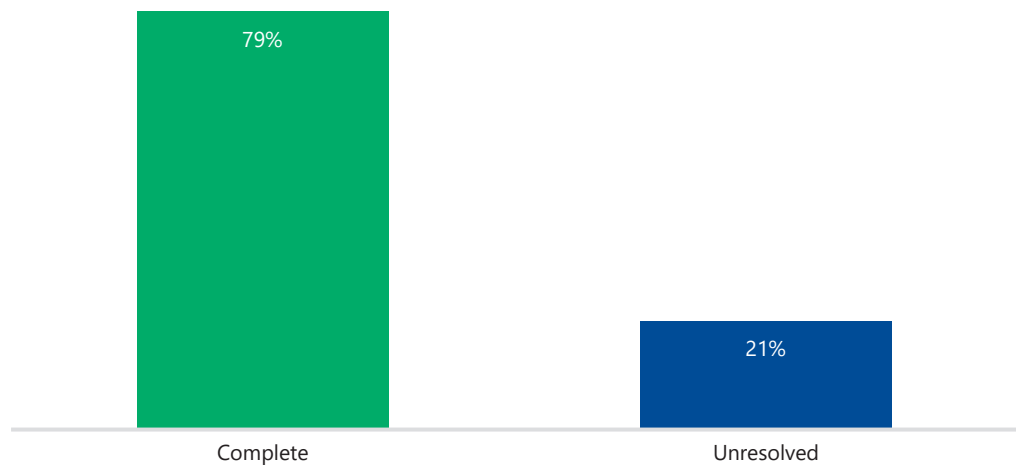
Completion of accepted recommendations

We classify recommendations as complete when agencies attest to us that they have established processes to ensure that the recommended action is ongoing.

Agencies attested:

- they had completed 1,166 (79.4 per cent) of the 1,469 accepted recommendations
- 303 (20.6 per cent) of the 1,469 accepted recommendations were unresolved.

Figure 2: Percentage of accepted recommendations by status



Source: VAGO.

We categorise unresolved recommendations as either 'in progress' or 'not started'.

We found 300 (99 per cent) of the unresolved recommendations were in progress, while 3 (1 per cent) were not started.

Figure 3: Status of accepted recommendations by tabled year

	2018–19	2019–20	2020–21	2021–22	Total
Complete	504 (89%)	239 (92%)	219 (68%)	204 (64%)	1,166 (79%)
In progress	65 (11%)	20 (7.7%)	100 (31%)	115 (36%)	300 (20%)
Not started	0	0	1 (0.3%)	2 (0.6%)	3 (0.2%)

Source: VAGO.

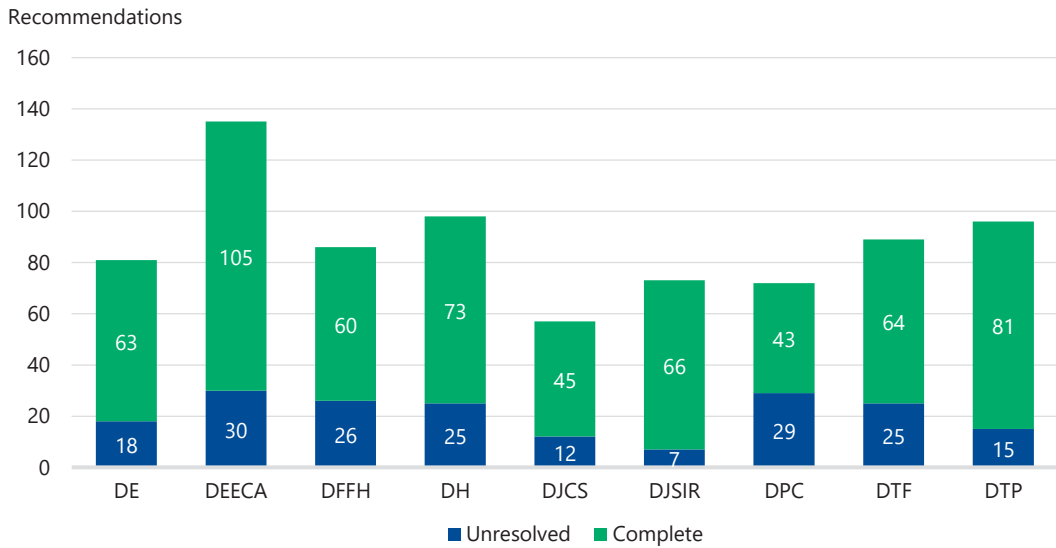
Completion by government departments

Between July 2018 and June 2022, 821 (54.1 per cent) of our 1,518 recommendations were to government departments. This is largely because we include them in more of our engagements.

Government departments accepted 793 (96.6 per cent) of these recommendations. They have completed 603 (76.0 per cent) of the recommendations they accepted.

Individual departments have completed between 59.7 per cent and 90.0 per cent of the recommendations they accepted.

Figure 4: Status of accepted recommendations by department



Note: The Department of Government Services (DGS), established on 1 January 2023, is excluded. Acronyms used are for the Department of Education (DE), Department of Energy, Environment and Climate Action (DEECA), Department of Families, Fairness and Housing (DFFH), Department of Health (DH), Department of Justice and Community Safety (DJCS), Department of Jobs, Skills, Industry and Regions (DJSIR), Department of Premier and Cabinet (DPC), Department of Treasury and Finance (DTF), Department of Transport and Planning (DTP).
Source: VAGO.

Time agencies take to complete our recommendations

Importance of timely completion of recommendations

Our recommendations aim to address the root causes of poor performance. When agencies complete our recommendations they help address the issues identified in our performance engagements.

While some recommendations are more complex than others, agencies should seek to complete recommendations:

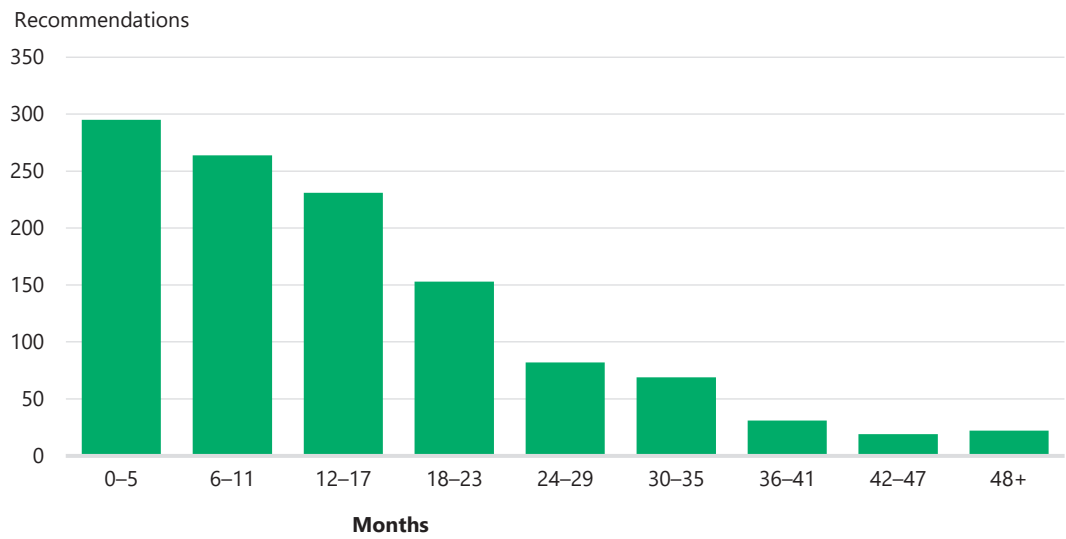
- in a timely manner
- in accordance with their own target completion dates.

**Agencies’
median
completion
times**

Agencies have taken a median of 12 months to complete recommendations tabled between July 2018 and June 2022.

The time taken to complete these recommendations varied from 0 to 57 months.

Figure 5: Number of recommendations, by range of months to complete



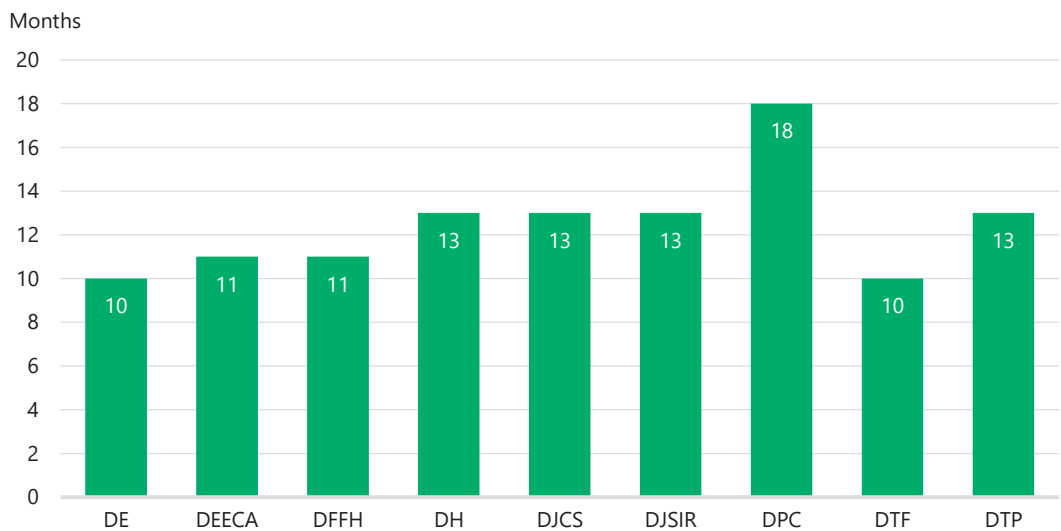
Source: VAGO.

**Departments’
completion
times**

Government departments have taken a median of 12 months to complete their recommendations. DPC had the longest median completion time at 18 months.

DE and the DTF had the equal shortest median completion times at 10 months.

Figure 6: Median number of months to complete a recommendation, by department



Note: DGS, established on 1 January 2023, is excluded.

Source: VAGO.

Elapsed time of unresolved recommendations

There are 303 unresolved recommendations. As of 31 December 2022, the elapsed time of unresolved recommendations was a median of 19 months. Recommendations may remain unresolved for longer periods of time if they require agencies to make significant changes. Analysing whether agencies meet their self-determined target completion dates may better explain their performance.

Agencies' target completion dates

Target completion dates

Agencies may set target completion dates for recommendations before a performance engagement tables in Parliament. Agencies set initial target completion dates for 1,226 (83.5 per cent) of the 1,469 accepted recommendations that tabled between July 2018 and June 2022.

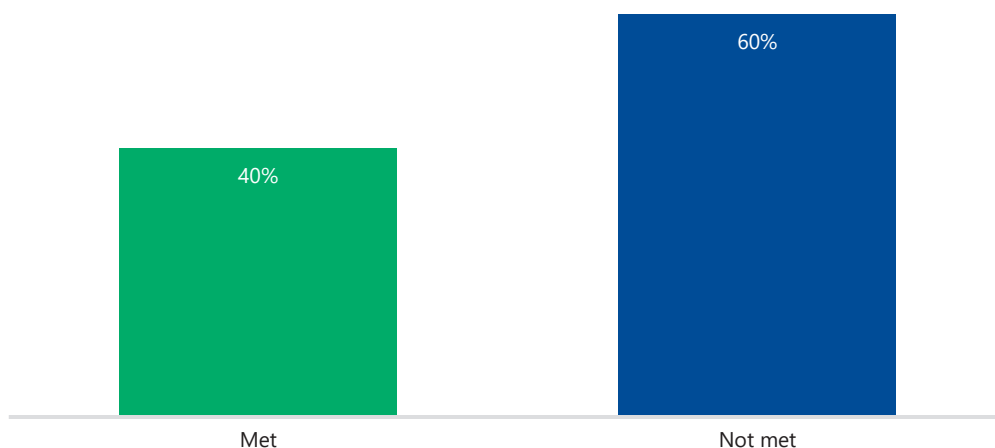
Agencies may revise their target completion date for a recommendation during our annual review. There is no restriction on the target completion dates that agencies may set. They may also revise that date any number of times.

Initial target completion dates

Agencies set initial target completion dates for 952 (81.6 per cent) of the 1,166 completed recommendations.

They met this initial target completion date for 380 (39.9 per cent) of their completed recommendations.

Figure 7: Percentage of completed recommendations that met their initial target completion date



Source: VAGO.

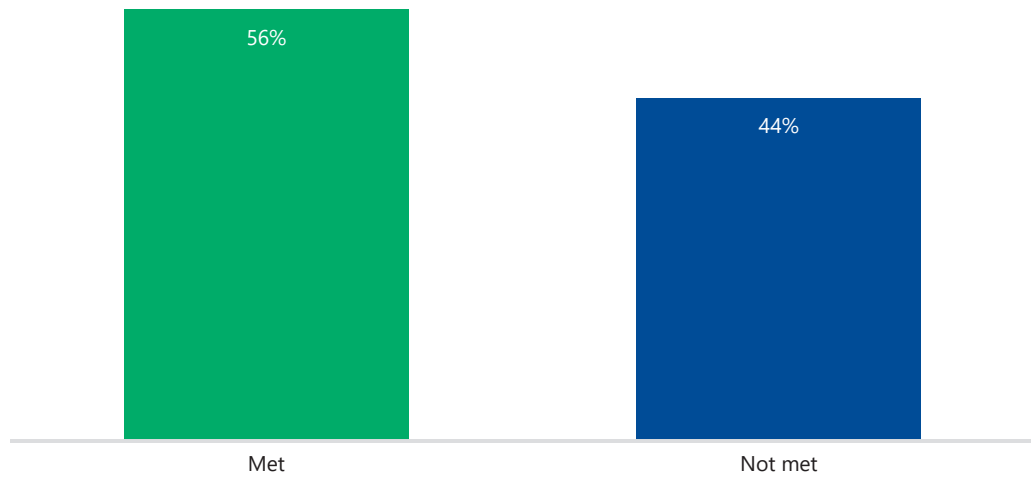
Revised target completion dates

During our annual review, we ask agencies if they have changed their target completion date for a recommendation.

Of the 1,226 accepted recommendations with an initial target completion date, agencies revised that date for 502 recommendations (40.9 per cent). Of these, 451 (89.8 per cent) were later than the original target completion date.

Despite revisions, agencies still did not meet their revised target completion date for 105 (44.3 per cent) of the 237 completed recommendations they delayed.

Figure 8: Percentage of completed recommendations that met their delayed target completion date



Source: VAGO.

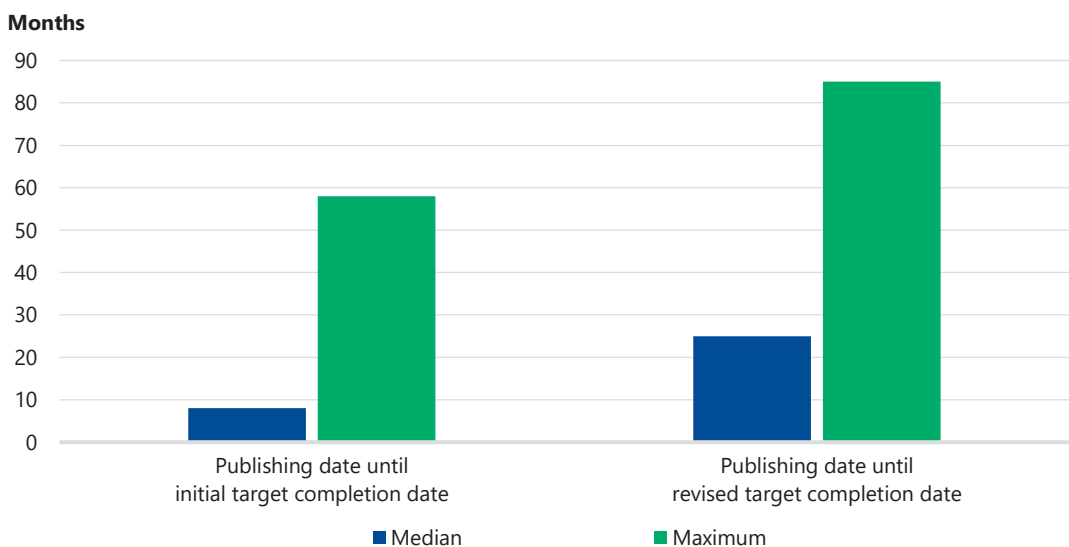
Difference between revised and initial target completion dates

We found that revised target completion dates are a median of 17 months later than initial target completion dates.

Of the 1,226 accepted recommendations with initial target completion dates, the median target completion date was 8 months after tabling. The highest initial target completion date was 58 months after tabling.

Of the 502 accepted recommendations with revised target completion dates, the median revised target completion date was 25 months after tabling. The highest revised target completion date was 85 months after tabling.

Figure 9: Change from initial to revised target completion date



Source: VAGO.

Target completion dates of unresolved recommendations

There are currently 303 accepted but unresolved recommendations.

Agencies set initial target completion dates for 274 (90.4 per cent) of unresolved recommendations. As of 31 December 2022, these unresolved recommendations were a median of 5 months behind their initial target completion dates.

Agencies set revised target completion dates for 223 (73.6 per cent) of these unresolved recommendations. Of these, 214 (96.0 per cent) are later than their original target dates, indicating continued delays in implementing recommendations.

Unresolved recommendations from before July 2018

Updates on aging recommendations We requested updates on 38 unresolved recommendations made before July 2018. Of these, 23 remain unresolved following this review. These relate to 10 agencies across 7 engagements.

These recommendations make up 7.1 per cent of all unresolved recommendations.

We urge the relevant agencies to resolve these recommendations. This will address the risks we found and make necessary improvements.

2.

How our recommendations seek to improve public services

Our recommendations suggest what agencies should improve and the type of action required to make these improvements.

We categorised our recommendations using the COSO framework to help us understand what and how agencies should improve.

We also grouped our recommendations into themes to understand what we commonly recommend agencies should improve.

Applying the COSO framework

COSO framework categories

We used some elements of the COSO framework to group our performance engagement recommendations from July 2018 to June 2022. We assigned **objectives** and **components** to our recommendations based on the framework:

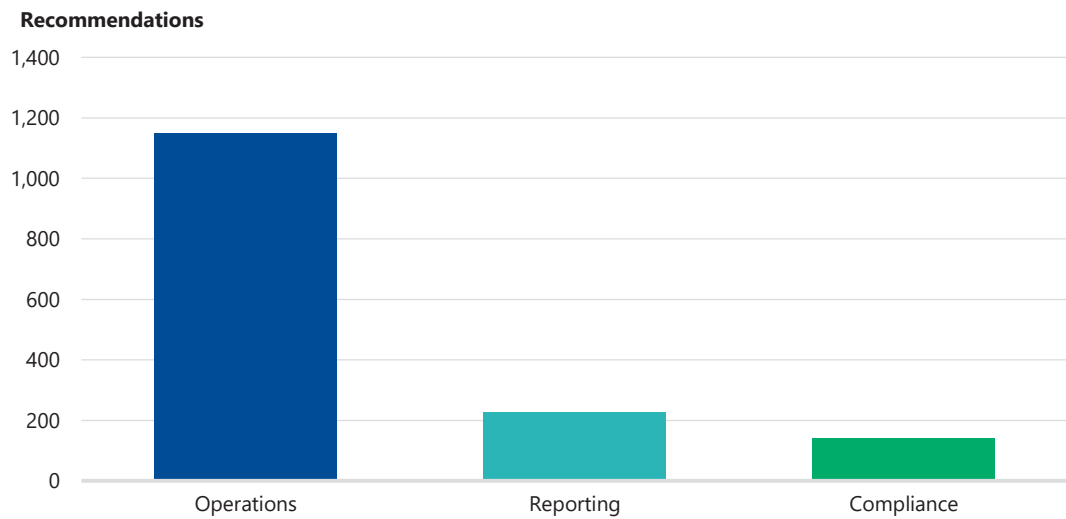
- Each recommendation's objective indicates what internal control objective the agency should improve or achieve.
- Each recommendation's component indicates how the recommendation suggests the agency should achieve its internal control objective.

See Appendix F for further information on how the COSO framework was applied to categorise our performance engagement recommendations.

Focus on improving agency operations

The majority of our recommendations (75.8 per cent) focused on improving the efficiency and effectiveness of the operations of audited agencies.

Figure 10: Number of recommendations by COSO framework objective



Source: VAGO.

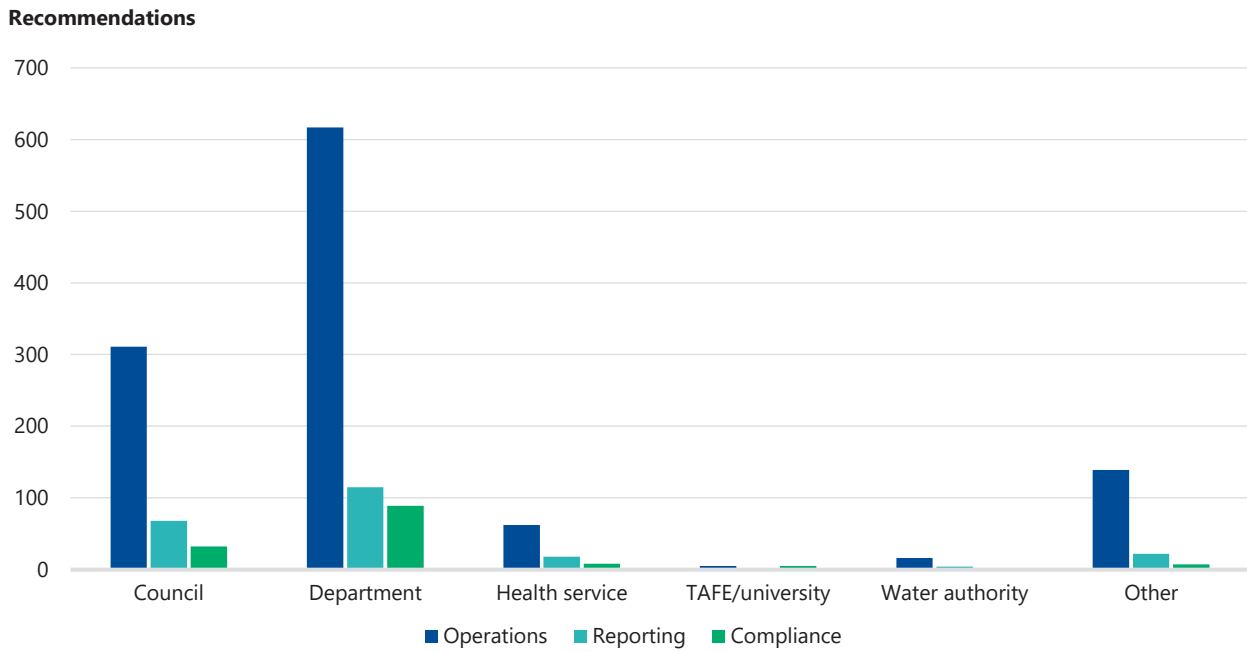
COSO objectives by types of agency

We categorised agencies by type:

- department
- council
- TAFE/university
- health service
- water authority
- other.

The most common objective category of our recommendations made to each type of agency was operations. Operations recommendations made up between 50.0 per cent and 82.7 per cent of each agency type's recommendations.

Figure 11: Number of recommendations by COSO framework objective and agency type



Source: VAGO.

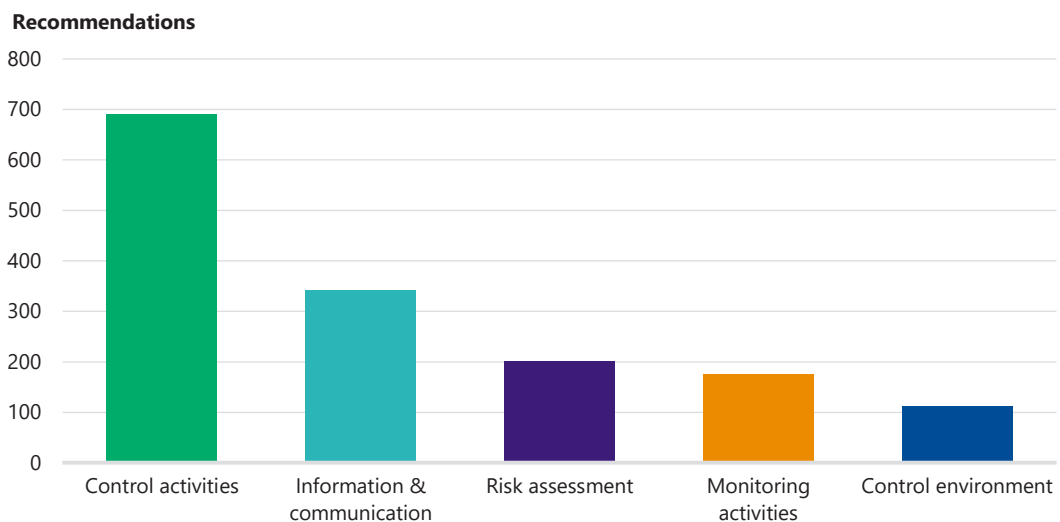
Components to achieve objectives

The COSO component assigned to our recommendations categorises how our recommendations suggest agencies should achieve their internal control objectives.

The most frequent component assigned to our recommendations was control activities. In total, 690 (45.5 per cent) of our recommendations were directed to improving controls.

The second most frequent component was information and communication: 341 (22.5 per cent) of our recommendations suggested this.

Figure 12: Number of recommendations by COSO framework component

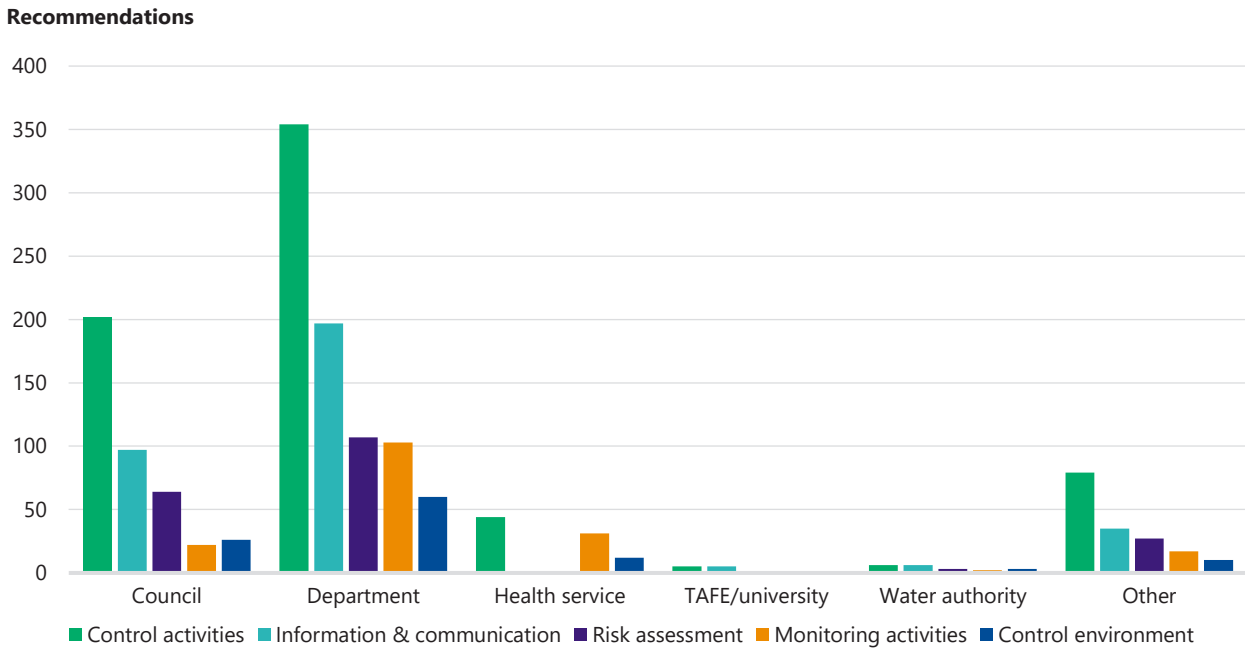


Source: VAGO.

COSO components by types of agency

Control activities recommendations made up between 30.0 per cent and 49.1 per cent of each agency type's recommendations.

Figure 13: Number of recommendations by COSO framework component and agency type



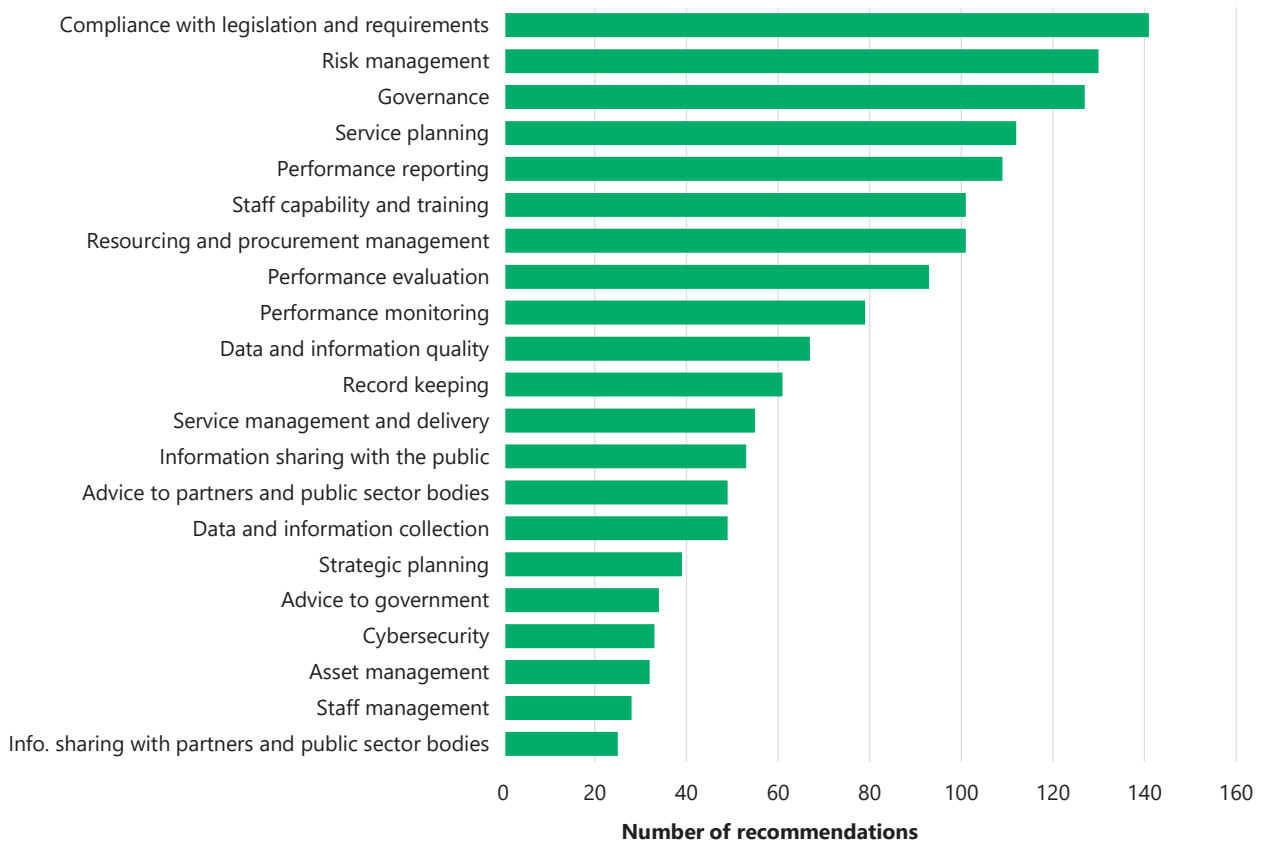
Source: VAGO.

What our recommendations suggest agencies should improve

Recommendation themes We categorised our performance engagement recommendations into themes. These themes explain in further detail what our recommendations suggest the audited agency should implement, achieve or improve.

Figure 14 shows the distribution of recommendation themes for our 1,518 performance engagement recommendations.

Figure 14: Number of recommendations by theme



Source: VAGO.

Accountability themes

Many of our recommendations focused on improving agencies' accountability. The accountability themes 'record keeping', 'performance monitoring', 'performance evaluation' and 'performance reporting' had a combined 342 recommendations (22.5 per cent).

Figure 15: Accountability recommendations

Between July 2018 and June 2022, we made...



342
accountability
recommendations



to **73**
audited agencies





across
56 performance
engagements

Source: VAGO.

Agencies should routinely record, monitor, evaluate and report the operation and performance of their programs and activities.



When agencies understand and appropriately report whether their activities achieved what they intended, Parliament and the public can have confidence that public money was spent effectively. Complete and prompt disclosure of information allows Parliament and the public to hold agencies to account for program delivery and outcomes where necessary.

Figure 16: Accountability themes: record keeping and performance monitoring

	 Record keeping (61 recommendations)	 Performance monitoring (79 recommendations)
Theme description	Recommendations that suggest agencies implement or improve their record keeping practices.	Recommendations that suggest agencies implement or improve monitoring of their own performance.
Common recommended actions	<ul style="list-style-type: none"> • Document program funding decisions. • Keep complete records of customer or stakeholder interactions. • Maintain central records of contracts and agreements. 	<ul style="list-style-type: none"> • Monitor the progress of programs and projects. • Monitor service costs and efficiencies. • Monitor the effectiveness of risk control measures. • Monitor performance information and data.
Example	<p>Our 2022 <i>Fraud Control Over Local Government Grants</i> report recommended that 6 councils, 'document all funding decisions in a consistent and structured way within a centralised system to ensure their decision making is transparent ...'.</p> <p>Five (83.3 per cent) of these recommendations have since been completed. One recommendation is still in progress.</p>	<p>Our 2020 <i>Victoria's Homelessness Response</i> report recommended that DFFH, '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'.</p> <p>This recommendation has since been completed.</p>

Source: VAGO.

Figure 17: Accountability themes: performance evaluation and performance reporting

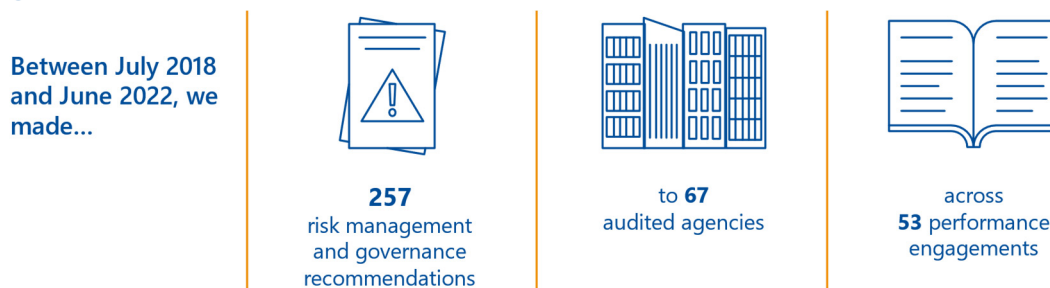
	 Performance evaluation (93 recommendations)	 Performance reporting (109 recommendations)
Theme description	Recommendations that suggest agencies implement or improve their assessment of their own performance.	Recommendations that suggest agencies implement or improve the reporting of their own performance to relevant recipients. This performance reporting may be to internal decision-makers, Parliament or the public.
Common recommended actions	<ul style="list-style-type: none"> • Regularly assess performance against performance measures or key performance indicators. • Improve output performance measures or key performance indicators. • Benchmark and compare performance with similar agencies. • Analyse contributing factors to underperformance. 	<ul style="list-style-type: none"> • Report on the outcomes of programs or initiatives. • Report on the achievement of agency goals and objectives. • Report on the effectiveness of agency controls. • Report reasons and analysis for significant variation in performance.
Example	<p>Our 2021 <i>Measuring and Reporting on Service Delivery</i> report recommended that all 9 departments, 'develop output performance measures that use unit costing to measure service efficiency'.</p> <p>This recommendation has since been completed by one department. Eight recommendations are in progress.</p>	<p>Our 2019 <i>Reporting on Local Government Performance</i> report recommended that 5 councils, 'ensure strategic indicators in their annual reports communicate the outcomes of services for the community'.</p> <p>These recommendations have since been completed.</p>

Source: VAGO.

Risk management and governance themes

The second and third most common themes of our performance engagement recommendations were 'risk management' and 'governance'. These themes were in 257 recommendations (16.9 per cent).

Figure 18: Risk management and governance recommendations





Source: VAGO.

Risk management is crucial for agencies to achieve their goals. Weaknesses in risk management practices can result in risks not being identified or adequately addressed, leading to operational or compliance failures.

Similarly, governance weaknesses can create an environment where controls are not effective and maladministration can occur. The agency may then, knowingly or unknowingly, accept this maladministration, not detect it or detect it but not address it.

Figure 19: Risk management and governance themes

	 Risk management (130 recommendations)	 Governance (127 recommendations)
Theme description	Recommendations that suggest agencies implement or improve risk management practices.	Recommendations that suggest agencies implement or improve governance practices.
Common recommended actions	<ul style="list-style-type: none"> • Improve conflict of interest processes. • Improve fraud and corruption mitigation strategies. • Monitor and record emerging or ongoing risks to their service delivery. • Conduct risk assessments of contracts and assets. 	<ul style="list-style-type: none"> • Clarify roles, accountabilities and responsibilities. • Improve structure and responsibilities for grant management. • Improve oversight of subordinate bodies. • Improve, set and monitor 'tone at the top'.
Example	<p>Our 2022 <i>Fraud Control Over Local Government Grants</i> recommended to 6 local councils that they, 'include grant-related fraud risks in their risk management and fraud and corruption plans and assign responsibility for managing these risks'.</p> <p>Three (50 per cent) of these recommendations have since been completed. Three recommendations are still in progress.</p>	<p>Our 2019 <i>Security of Government Buildings</i> report recommended to 2 departments that they 'develop a governance structure for security management, including clear accountability and adequate executive oversight'.</p> <p>Both of these recommendations have since been completed.</p>

Source: VAGO.

Compliance themes

The most common individual theme of our performance engagement recommendations was ‘compliance with legislation and requirements’. There were 141 recommendations (9.3 per cent) in this thematic category.

Figure 20: Compliance recommendations



Source: VAGO

Compliance is one of the elements regularly examined by our performance engagements. Knowing that agencies are complying with legislation, regulations and other requirements is crucial to retain public trust and legitimacy.

Failures in agency compliance may be unlawful and can expose agencies to risks of underperformance and inefficiency.

Figure 21: Compliance themes



**Compliance with legislation and requirements
(141 recommendations)**

Theme description	Recommendations that suggest agencies implement or improve practices to ensure their compliance with legislation, regulations or other requirements.
Common recommended actions	<ul style="list-style-type: none"> • Address current practices which are not compliant with legislation or requirements. • Develop processes to monitor or review operational compliance. • Develop staff guidance material to ensure staff comply with legislation or requirements.
Example	<p>Our 2022 <i>Government Advertising</i> report recommended to 4 departments and one agency that they ‘document risk-based processes for checking advertising campaigns’ compliance with the <i>Public Administration Act 2004</i>. In particular for high-risk and/or sensitive campaigns, agencies should: seek detailed and/or external legal advice [and] ensure that the agency head confirms compliance with the <i>Public Administration Act 2004</i> (see Section 2.3).’</p> <p>Four (80 per cent) of these recommendations have since been completed. One recommendation is still in progress.</p>

Source: VAGO.

Transparency and communication themes

Many of our recommendations focused on improving the information and advice agencies shared with the public and with each other. These transparency and communication themes – ‘information sharing with the public’, ‘information sharing with partners and public sector bodies’ and ‘advice to partners and public sector bodies’ – were in a combined 127 (8.4 per cent of) recommendations.

Figure 22: Transparency and communication recommendations

Between July 2018 and June 2022, we made...



127
transparency and
communication
recommendations



to **44**
audited agencies



across
45 performance
engagements




Source: VAGO.

Agencies gather and own information that may be of value to members of the Victorian public. Where appropriate, presenting this information publicly and in accessible formats provides value to the community and increases transparency. When an agency is transparent about information that affects the Victorian public, it builds confidence and trust in government.

When an agency shares useful information or advice with other agencies, it increases the effectiveness and efficiency of the public sector. Where appropriate, agencies with similar functions or responsibilities can benefit from sharing operational or strategic information.

Agencies with oversight of service delivery sectors, such as departments, can improve sector performance by providing models, guidelines and advice. Reducing duplication and variation in quality of the public sector’s work by improving communication can increase overall effectiveness and efficiency.

Figure 23: Transparency and communication themes

	 Information sharing with the public (53 recommendations)	 Information sharing with partners and public sector bodies (25 recommendations)	 Advice to partners and public sector bodies (49 recommendations)
Theme description	Recommendations that suggest agencies implement or improve their public communication of relevant information.	Recommendations that suggest agencies implement or improve their communication with other agencies.	Recommendations that suggest agencies implement or improve their advice given to other agencies.
Common recommended actions	<ul style="list-style-type: none"> • Develop public-facing dashboards to share aggregated operational and performance data. • Inform community members of their rights and responsibilities. • Provide feedback to community members about how their input has contributed to public programs. 	<ul style="list-style-type: none"> • Share lessons learnt with similar teams across the public sector. • Share relevant operational data with other agencies to enable benchmarking. • Improve communication methods with other agencies. 	<ul style="list-style-type: none"> • Create best-practice guidelines for other agencies. • Create model policies for other agencies. • Inform other agencies of their requirements.
Example	Our 2021 report <i>Maintaining Local Roads</i> recommended to 5 local councils that they, 'provide communities with detailed information on service levels for road maintenance and collect their feedback at least once every two years'. Four (80 per cent) of these recommendations have since been completed. One has been discontinued.	Our 2018 <i>Managing the Environmental Impacts of Domestic Wastewater</i> report recommended to 2 water authorities that they, 'investigate and implement a process to report to councils on the number and locations of properties connecting to sewer within agreed time frames'. Both recommendations have since been completed.	Our 2019 <i>Sexual Harassment in the Victorian Public Sector</i> report recommended that the Victorian Public Sector Commission, 'review and expand guidance for departments on reporting matters to Victoria Police'. This recommendation has since been completed.

Source: VAGO.

Data and information quality themes

Many of our recommendations focused on improving the collection and quality of agencies' datasets. The data themes 'data and information collection' and 'data and information quality' had a combined 116 (7.6 per cent of) recommendations.

Figure 24: Data and information recommendations

Between July 2018 and June 2022, we made...



116
data and information recommendations



to **52**
audited agencies



across **36**
performance engagements

Source: VAGO.

Agencies use data to support their strategic planning, decision-making and assessment of outcomes. It is therefore critical that datasets used by agencies are meaningful and reliable.

To achieve meaningful and reliable datasets, agencies require data collection and quality assurance practices that are systematic and effectively controlled.

Figure 25: Data and information themes



Data and information collection
(49 recommendations)



Data and information quality
(67 recommendations)

Theme description	Recommendations that suggest agencies implement or improve their data collection practices.	Recommendations that suggest agencies implement or improve processes that ensure their datasets are useful and reliable.
Common recommended actions	<ul style="list-style-type: none"> • Improve data collection practices. • Collect data to support targeted service delivery. 	<ul style="list-style-type: none"> • Implement data quality assurance practices. • Align or consolidate existing datasets. • Maintain data dictionaries.
Example	<p>Our 2019 <i>Follow up of Access to Public Dental Services in Victoria</i> report recommended that one department and one health service, 'collect data on people who are eligible for public dental services as a subset of its broader oral health outcomes measures based on the whole population'.</p> <p>These recommendations have since been completed.</p>	<p>Our 2022 <i>Offsetting Native Vegetation Loss on Private Land</i> report recommended that DEECA, 'develop and implement a data management protocol to ensure the currency and completeness of its native vegetation tools and datasets ...'.</p> <p>This recommendation is in progress.</p>

Source: VAGO.

Appendices

[Appendix A: Submissions and comments](#)

[Appendix B: Abbreviations, acronyms and glossary](#)

[Appendix C: Scope of this review](#)

[Appendix D: Engagements and agencies in this review](#)

[Appendix E: Between-year trends of departmental completion times](#)

[Appendix F: The Committee of Sponsoring Organizations of the Treadway Commission's Internal Control – Integrated Framework \(COSO framework\)](#)

[Appendix G: Agency responses to assurance review](#)

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.

Responses received

Agency	Page
Department of Education	A-2
Department of Energy, Environment and Climate Action	A-3
Department of Jobs, Skills, Industry and Regions	A-5
Department of Transport and Planning	A-6
Gannawarra Shire Council	A-7

Response provided by the Secretary, Department of Education



Department of Education

Secretary

2 Treasury Place
East Melbourne Victoria 3002
Telephone +61 3 9637 2000

BRI23124657

Mr Andrew Greaves
Auditor-General
Victorian Auditor General's Office

Dear Mr Greaves

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

Thank you for your letter of 1 August 2023, and the opportunity to review and comment on the proposed report for this limited assurance review.

The department is committed to continuous improvement and welcomes your audits and reviews. The department has reviewed the proposed report and has no comments.

Should you wish to discuss the department's response, please contact Shamiso Mtenje, A/Executive Director, Integrity, Assurance and Executive Services on [REDACTED] or by email on [REDACTED]

Yours sincerely



Jenny Atta
Secretary
15/08/2023

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





Department of Energy, Environment
and Climate Action

PO Box 500, East Melbourne,
Victoria 8002 Australia

SEC-230800019

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: Annual Status Update 2023**

Thank you for your letter of 1 August 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 Energy, Environment and Climate Action (DEECA) for inclusion in the final report.

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

DEECA has a strong audit and assurance program in place to support audit delivery and timely implementation of recommendations. Through this limited assurance review, you requested a progress update on the status of unresolved recommendations as at 31 December 2022 and as at that date DEECA had completed and closed 105 of the 135 recommendations received from your office between July 2018 and June 2022.

In addition, I am pleased to report that DEECA has continued to prioritise and progress the implementation of recommendations. As of the date of this response, an additional nine recommendations have been closed, bringing the current total number of recommendations closed to 114. While this report includes useful data, it is important to reflect the scale and complexity of activity in reporting the performance of the departments. This would provide a more balanced perspective when reporting upon completion rates.

DEECA brings together Victoria's climate change, energy, environment, agriculture, resources, water, forest and emergency management functions into a single department. DEECA has a large and diverse portfolio and was involved in more engagements with your office in the four years covered by this review than any other government department. This is reflected in the number of recommendations being addressed by DEECA.



PROTECTED

Thank you for the opportunity to provide this submission. Should you require any further information, please contact Bronwyn Clarke, Acting Executive Director, Strategy and Performance, DEECA, at [REDACTED]

Yours sincerely

[REDACTED]
John Bradley
Secretary

14/08/2023

OFFICIAL



Department of Jobs, Skills, Industry and Regions

GPO Box 4509
Melbourne, Victoria 3001 Australia
Telephone: +61 3 9651 9999

Ref: BSEC-2-23-32580

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

Dear Andrew

**PROPOSED LIMITED ASSURANCE REVIEW REPORT: RESPONSES TO
PERFORMANCE ENGAGEMENT RECOMMENDATIONS**

Thank you for your letter of 1 August 2023 providing the Department of Jobs, Skills, Industry and Regions (the department) with an opportunity to provide feedback to the Proposed Limited Assurance Review Report: Responses to Performance Engagement Recommendations.

It is pleasing to note that the department has one of the highest completion rates (more than 90 per cent) for performance audit engagement recommendations from reports tabled between July 2018 to June 2022.

If you require further information, please contact Karan Gill, Chief Audit Officer of the department at [REDACTED].

Yours sincerely



Tim Ada
Secretary

Date: 14/08/2023





Department of Transport and Planning

GPO Box 2392
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-23-3165

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 - Responses to Performance Engagement Recommendations: Annual Status Update - Proposed Report

Thank you for your letter of 1 August 2023 and for providing the Department of Transport and Planning (the Department) with an opportunity to respond to the proposed limited assurance review report titled *Responses to Performance Engagement Recommendations: Annual Status Report 2023*.

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 has no further comments on the proposed report.

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

Yours sincerely


Paul Younis
Secretary
Department of Transport and Planning

Date: 7 August 2023





Our Ref: 3.000168
IN23/940634B
CG:DB

2 August 2023

Mr Andrew Greaves
Auditor General
Victorian Auditor-General's Office
c/- [REDACTED]

Dear Mr Greaves

Proposed Report - Responses to Performance Engagement Recommendations

The Gannawarra Shire Council would like to thank the Auditor General for the Audit Report which supports our endeavours to provide better services for our community. We have completed and submitted our action plan and comments, which we understand will be attached with the parliamentary report.

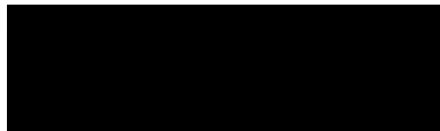
Council is committed to providing an affordable and reasonable level of service to meet the community's expectation of our extensive road network. Whilst our Council has made excellent progress in addressing the performance engagement recommendations, we understand that closing the identified gaps via implementation of enhanced technology solutions and system integrations is still a major challenge for many rural and regional Councils across the Victorian sector.

Council was pleased to contribute input into this important audit and equally provide context of the importance and challenges of road maintenance from a small rural council perspective.

Yours sincerely



Cr Charlie Gillingham
MAYOR



Geoff Rollinson
CHIEF EXECUTIVE OFFICER

Appendix B: Abbreviations, acronyms and glossary

Abbreviations We use the following abbreviations in this report:

Abbreviation

COSO framework	Committee of Sponsoring Organizations of the Treadway Commission's Internal Control – Integrated Framework
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Acronyms We use the following acronyms in this report:

Acronym

COSO	Committee of Sponsoring Organizations of the Treadway Commission
DE	Department of Education
DEECA	Department of Energy, Environment and Climate Action
DFFH	Department of Families, Fairness and Housing
DGS	Department of Government Services
DH	Department of Health
DJSIR	Department of Jobs, Skills, Industry and Regions
DJCS	Department of Justice and Community Safety
DTP	Department of Transport and Planning
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
VAGO	Victorian Auditor-General's Office

Glossary

This glossary includes an explanation of the types of engagements we perform:

Term

Reasonable assurance We achieve reasonable assurance by obtaining and verifying direct evidence from a variety of internal and external sources about an agency's performance. This enables us to express an opinion or draw a conclusion against an audit objective with a high level of assurance. We call these audit engagements.

See our [assurance services fact sheet](#) for more information.

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 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

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 and accountability on government activities where no legislative requirement exists.

Our performance engagements and recommendations Our performance engagements:

- assess whether agencies have effective, efficient and economical programs and services
- assess compliance with legislation
- identify activities that work well and reflect better practice.

Our 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 expect it will take to complete. We include their responses in the final report tabled in Parliament.

This annual follow-up survey tracks agencies' progress in addressing our recommendations. Since 2019–20, we have publicly reported on each agency's progress.

Scope of this review

Our review objective

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

Who we examined

We examined the agencies listed in Appendix D.

What we examined

We examined all recommendations from our performance engagement reports tabled between July 2018 and June 2022. We surveyed agencies with unresolved recommendations tabled during this period. The survey asked whether they accept our recommendations and how they are progressing in addressing them.

We also examined unresolved aging (older) recommendations from March 2016 to June 2018.

We asked agencies to attest their survey responses were accurate and complete. We include individual survey responses in Appendix G.

Figure C1: Engagements and recommendations included in this review by tabling year

	2018–19	2019–20	2020–21	2021–22	Total
Engagements	26	15	18	18	77
Recommendations	589	269	328	332	1518

Source: VAGO.

Figure C2: Unresolved aging recommendations included in this review by tabling year

	2015–16	2016–17	2017–18	Total
Engagements	1	4	10	15
Recommendations	1	9	28	38

Source: VAGO.

Conducting this review

Our methods

A limited assurance review is a performance engagement that provides less assurance than a 'reasonable assurance' engagement, but allows 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 regarding their implementation of performance engagement recommendations, and attest that the responses provided were accurate and complete.

Compliance

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*.

We also provided a copy of the report to the Department of Premier and Cabinet and Department of Treasury and Finance.

We complied with the independence and other relevant ethical requirements related to assurance engagements.

Cost and time

The full cost of the review and preparation of this report was \$112,000.

The duration of the review was 4 months from initiation to tabling.

Our goal

Our BP3 measure

We rate our performance against the Budget Paper 3: Service Delivery (BP3) measure, 'Percentage of performance audit recommendations accepted which are reported as implemented by audited agencies', noting that we are limited to influencing agencies to improve performance.

Performance against our goal

Our goal is for agencies to report they have completed 80 per cent of initially accepted recommendations across a 2-year timeframe (2019–20 and 2020–21). Of the audits we tabled from 2019–20 to 2020–21, agencies initially accepted 559 of our 597 recommendations (93.6 per cent).

Of these accepted recommendations, agencies reported that they:

- have completed 429 (76.7 per cent)
 - have actions under way to complete 119 recommendations (21.3 per cent)
 - have not or will not act on 11 recommendations (2 per cent).
-

Other ways we monitor our engagements

This limited assurance review is the key monitoring tool for the implementation of our performance engagement recommendations.

We also conduct follow-up reviews of performance engagements. These examine agency progress and improvement since the respective original review.

More information

We published a dashboard on our website (www.audit.vic.gov.au) which contains further details of agency responses to each of our 1,518 recommendations tabled between July 2018 and June 2022.

Appendix D: Engagements and agencies in this review

As part of this review, we surveyed 66 agencies regarding 657 unresolved recommendations from 82 performance engagements. We have listed these below.

Figure D1: Engagements and agencies included in this review

Engagement	Date engagement tabled	Audited agencies with unresolved recommendations at the beginning of this review
<i>Accessibility of Tram Services</i>	15/10/2020	DTP
<i>Accessing Emergency Funding to Meet Urgent Claims</i>	24/11/2020	DTF
<i>Administration of Victorian Courts</i>	13/10/2021	Court Services Victoria
<i>Board Performance</i>	11/05/2017	DPC
<i>Business Continuity During COVID-19</i>	23/02/2022	DE, DEECA, DFFH, DH, DJSIR, DJCS, DPC, DTP, DTF
<i>Cenitex: Meeting Customer Needs for ICT Shared Services</i>	17/10/2019	DPC
<i>Child and Youth Mental Health</i>	5/06/2019	DH
<i>Clinical Governance: Department of Health</i>	1/09/2021	DH
<i>Clinical Governance: Health Services</i>	24/06/2021	Grampians Health, Melbourne Health, Peninsula Health, Western Health
<i>Community Health Program</i>	6/06/2018	DH
<i>Compliance with the Asset Management Accountability Framework</i>	23/05/2019	DJCS, DTF
<i>Council Libraries</i>	13/11/2019	Buloke Shire Council, DJSIR
<i>Crime Data</i>	5/09/2018	Victoria Police
<i>Delivering Local Government Services</i>	19/09/2018	Moira Shire Council, Wyndham City Council
<i>Delivering the Solar Homes Program</i>	24/06/2021	DEECA
<i>Early Years Management in Victorian Sessional Kindergartens</i>	15/10/2020	DE
<i>Effectively Planning for Population Growth</i>	23/08/2017	DH

Engagement	Date engagement tabled	Audited agencies with unresolved recommendations at the beginning of this review
<i>Effectiveness of the Navigator Program</i>	23/03/2022	DE
<i>Efficiency and Effectiveness of Hospital Services: Emergency Care</i>	26/10/2016	Grampians Health
<i>Enrolment Processes at Technical and Further Education Institutes</i>	11/09/2019	William Angliss Institute
<i>Follow up of Access to Public Dental Services in Victoria</i>	28/11/2019	DH
<i>Follow up of Regulating Gambling and Liquor</i>	28/11/2019	Victorian Gambling and Casino Control Commission
<i>Follow up of Selected 2012–13 and 2013–14 Performance Audits</i>	20/06/2018	Victorian Fisheries Authority
<i>Fraud Control Over Local Government Grants</i>	11/05/2022	Hume City Council, Knox City Council, Loddon Shire Council, Southern Grampians Shire Council, Warrnambool City Council, West Wimmera Shire Council
<i>Freight Outcomes from Regional Rail Upgrades</i>	18/03/2020	DTP, V/Line
<i>Government Advertising</i>	6/04/2022	DE, DH, DPC, DTP, DTF, Major Transport Infrastructure Authority
<i>Grants to the Migrant Workers Centre</i>	17/02/2021	DFFH
<i>ICT Disaster Recovery Planning</i>	29/11/2017	DFFH, DH
<i>ICT provisioning in schools</i>	6/04/2022	DE
<i>Implementing a New Infringements Management System</i>	5/05/2021	DPC, DTF, Victorian Public Sector Commission
<i>Integrated Transport Planning</i>	4/08/2021	DTP
<i>Kinship Care</i>	22/06/2022	DFFH
<i>Local Government and Economic Development</i>	8/03/2018	Corangamite Shire Council
<i>Local Government Assets: Asset Management and Compliance</i>	23/05/2019	City of Darebin, Colac Otway Shire Council, Hindmarsh Shire Council, Mildura Rural City Council, Nillumbik Shire Council
<i>Local Government Insurance Risks</i>	25/07/2018	Municipal Association of Victoria
<i>Maintaining Local Roads</i>	17/03/2021	City of Greater Bendigo, Gannawarra Shire Council, Maribyrnong City Council, Northern Grampians Shire Council, Yarra Ranges Council
<i>Maintaining the Mental Health of Child Protection Practitioners</i>	10/05/2018	DFFH
<i>Major Infrastructure Program Delivery Capability</i>	19/08/2021	DJSIR, DTP, DTF, Major Transport Infrastructure Authority
<i>Major Projects Performance</i>	22/09/2021	DTF
<i>Management of spending in response to COVID-19</i>	27/10/2021	DE, DEECA, DFFH, DH, DJSIR, DJCS, DPC, DTP, DTF

Engagement	Date engagement tabled	Audited agencies with unresolved recommendations at the beginning of this review
<i>Management of the Student Resource Package</i>	5/08/2020	DE
<i>Managing Body-Worn Cameras</i>	8/06/2022	Victoria Police
<i>Managing Conflicts of Interest in Procurement</i>	8/09/2021	DH, DJSIR
<i>Managing Development Contributions</i>	18/03/2020	DTP
<i>Managing Private Medical Practice in Public Hospitals</i>	20/06/2019	DH, St Vincent's Hospital
<i>Managing Public Sector Records</i>	8/03/2017	DE, DPC
<i>Managing Rehabilitation Services in Youth Detention</i>	8/08/2018	DJCS
<i>Managing School Infrastructure</i>	11/05/2017	DE
<i>Managing Support and Safety Hubs</i>	27/05/2020	DFFH
<i>Managing Surplus Government Land</i>	8/03/2018	DTP
<i>Managing the Environmental Impacts of Domestic Wastewater</i>	19/09/2018	DEECA, Environment Protection Authority Victoria, Mornington Peninsula Shire Council, Yarra Valley Water
<i>Measuring and Reporting on Service Delivery</i>	26/05/2021	DE, DEECA, DFFH, DH, DJSIR, DJCS, DPC, DTP, DTF
<i>Melbourne Metro Tunnel Project – Phase 1 Early works</i>	6/06/2019	DPC, DTP, DTF
<i>Melbourne Metro Tunnel Project Phase 2: Main works</i>	22/06/2022	DTP, DTF, Rail Projects Victoria (Major Transport Infrastructure Authority)
<i>Offsetting Native Vegetation Loss on Private Land</i>	11/05/2022	Baw Baw Shire Council, Campaspe Shire Council, DEECA, Nillumbik Shire Council, Yarra Ranges Council
<i>Patient Safety in Victorian Public Hospitals</i>	23/03/2016	DH
<i>Personnel Security: Due Diligence Over Public Service Employees</i>	21/05/2020	DFFH, DH, DJCS, DPC, DTF, Victorian Public Sector Commission
<i>Police Management of Property and Exhibits</i>	5/09/2018	Victoria Police
<i>Protecting Critically Endangered Grasslands</i>	17/06/2020	DEECA
<i>Protecting Victoria's Biodiversity</i>	13/10/2021	DEECA
<i>Protecting Victoria's Coastal Assets</i>	29/03/2018	DTP, East Gippsland Shire Council, Great Ocean Road Coast and Parks Authority, Mornington Peninsula Shire Council
<i>Ravenhall Prison: Rehabilitating and Reintegrating Prisoners</i>	19/03/2020	DJCS
<i>Recovering and Reprocessing Resources from Waste</i>	6/06/2019	Environment Protection Authority Victoria, Sustainability Victoria
<i>Reducing Bushfire Risks</i>	14/10/2020	Country Fire Authority, DEECA, DTP

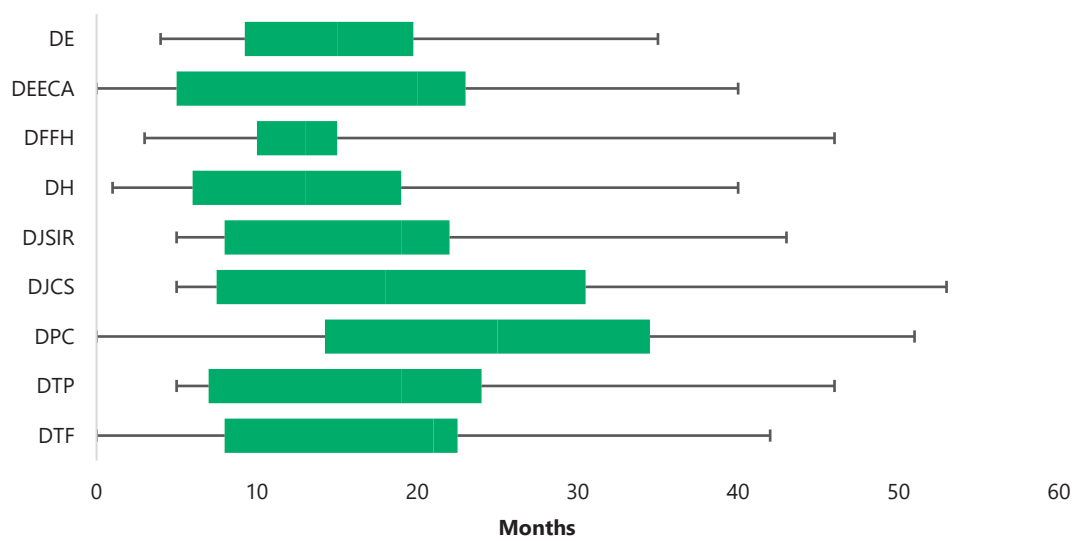
Engagement	Date engagement tabled	Audited agencies with unresolved recommendations at the beginning of this review
<i>Reducing the Harm Caused by Gambling</i>	18/03/2021	DFFH, DH, DJCS, Victorian Responsible Gambling Foundation
<i>Rehabilitating Mines</i>	5/08/2020	DEECA
<i>Reporting on Local Government Performance</i>	23/05/2019	Borough of Queenscliffe, DJSIR, Horsham Rural City Council, Moonee Valley City Council
<i>Safety and Cost Effectiveness of Private Prisons</i>	29/03/2018	DJCS
<i>Safety on Victoria's Roads – Regional Road Barriers</i>	18/06/2020	DTP
<i>School compliance with Victoria's Child Safe Standards</i>	20/06/2019	Victorian Registration & Qualifications Authority
<i>Security and Privacy of Surveillance Technologies in Public Places</i>	19/09/2018	East Gippsland Shire Council, Hume City Council, Whitehorse City Council
<i>Security of Government Buildings</i>	29/05/2019	DFFH, DH, DJCS, DPC, DTF
<i>Security of Patients' Hospital Data</i>	29/05/2019	Barwon Health, Royal Victorian Eye and Ear Hospital
<i>Security of Water Infrastructure Control Systems</i>	29/05/2019	Melbourne Water
<i>Service Victoria – Digital Delivery of Government Services</i>	18/03/2021	DPC, Service Victoria
<i>Sexual Harassment in Local Government</i>	9/12/2020	Ararat Rural City Council, Corangamite Shire Council, Frankston City Council, Latrobe City Council, Merri-bek City Council
<i>Sexual Harassment in the Victorian Public Sector</i>	28/11/2019	DH, DJCS, DTF
<i>State Purchase Contracts</i>	20/09/2018	DJCS, DPC, DTF
<i>Supplying and Using Recycled Water</i>	17/11/2021	DEECA, Environment Protection Authority Victoria
<i>Systems and Support for Principal Performance</i>	9/12/2020	DE
<i>The Victorian Government ICT Dashboard</i>	20/06/2018	DTF
<i>Victoria's Homelessness Response</i>	17/09/2020	DFFH

Appendix E: Between-year trends of departmental completion times

Departmental completion times

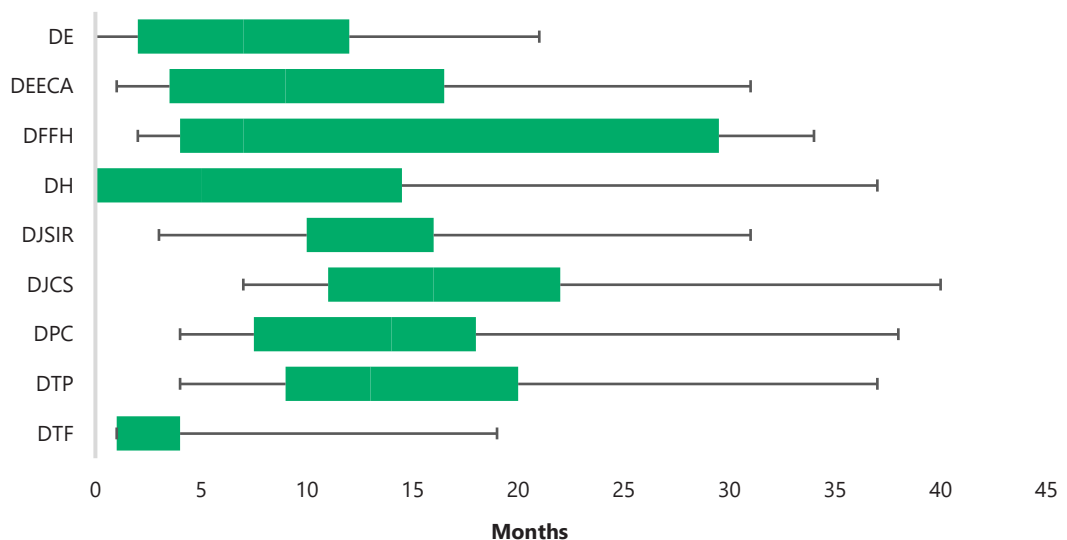
Departments reported ranges of recommendation completion times between 0 and 53 months. Figures E1 to E4 show a breakdown of between-year trends of departments' recommendation completion times.

Figure E1: Department completion times in months for recommendations tabled in 2018–19



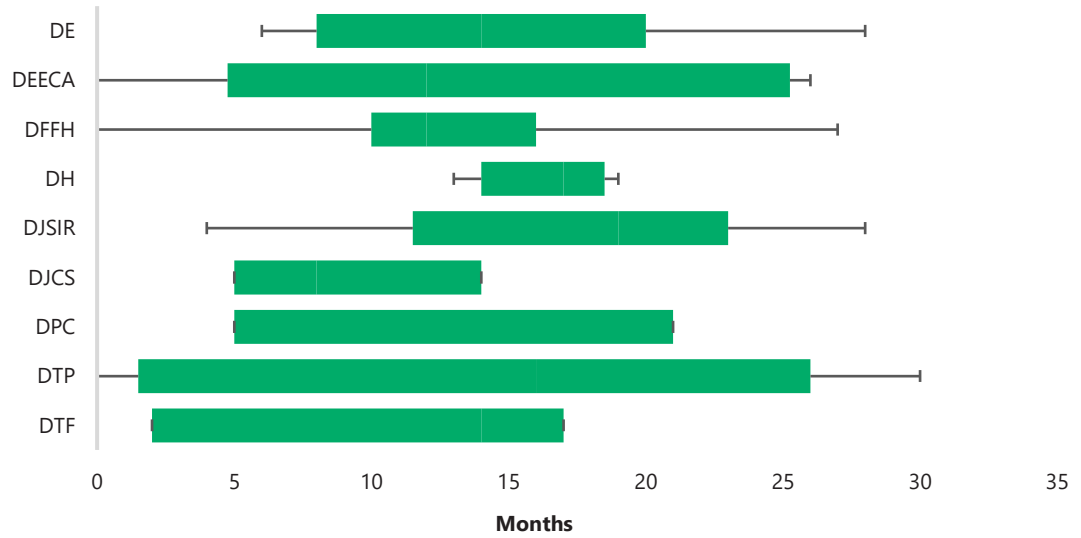
Note: The boxes indicate the middle 50 per cent of completed recommendations and the whiskers show the extent of minimum and maximum time taken to complete recommendations. DGS is excluded.
Source: VAGO.

Figure E2: Department completion times in months for recommendations tabled in 2019–20



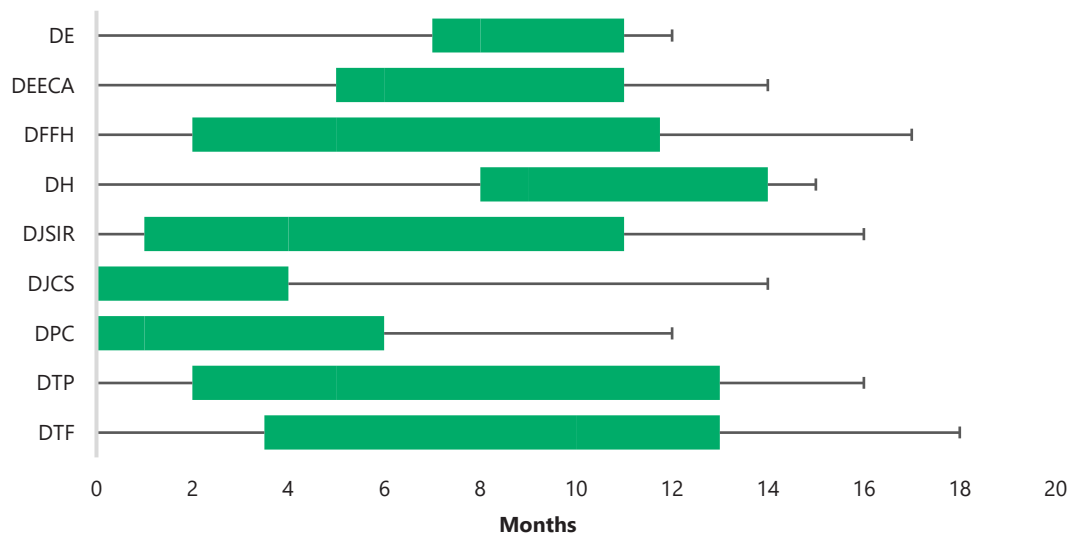
Note: The boxes indicate the middle 50 per cent of completed recommendations and the whiskers show the extent of minimum and maximum time taken to complete recommendations. DGS is excluded.
Source: VAGO.

Figure E3: Department completion times in months for recommendations tabled in 2020–21



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. DGS is excluded.
Source: VAGO.

Figure E4: Department completion times in months for recommendations tabled in 2021–22



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. DGS is excluded.
Source: VAGO.

Appendix F: The Committee of Sponsoring Organizations of the Treadway Commission’s Internal Control – Integrated Framework (COSO framework)

Categorising recommendations using the COSO framework

We used the COSO framework to assign objectives and components to our recommendations. These allow us to identify the types of recommendations we are making. This in turn helps us understand the common deficiencies we found in agencies’ internal controls during our performance engagements.

Our analysis is not intended to be exhaustive. Rather, it indicates the most common types of internal control problems for which we make recommendations.

How we categorised recommendations using the COSO framework

The COSO framework is intended to help organisations develop and manage systems of internal control that mitigate risks and support effective governance.

The COSO framework establishes 3 objectives for internal control:

- efficient and effective operations
- reliable reporting
- regulatory compliance.

When we assign these objectives to our recommendations, they indicate what the agency should improve.

Figure F1: Applying the COSO framework objectives to VAGO performance engagement recommendations

Operations	Reporting	Compliance
The recommendation suggests improvement in the effectiveness and efficiency of the agency’s operations.	The recommendation suggests improvement in the agency’s internal or external reporting. This may encompass reliability, timeliness, transparency or other terms set by regulators, standards or policies.	The recommendation suggests improvement in the agency’s adherence to laws or regulations that govern them.

Source: VAGO, based on the COSO framework.

The COSO framework divides internal control into 5 components:

- control environment
- risk assessment
- control activities
- information and communication
- monitoring activities.

These components are further subdivided into 17 principles. When assigning these components to our recommendations, the assigned component and underlying principle indicates how the recommendation suggests the agency should improve.

For the component ...	The agency can achieve the recommendation objective by applying one of the principles ...
control environment	<ul style="list-style-type: none"> • demonstrating commitment to integrity and ethical values • exercising oversight responsibility • establishing structure, authority, and responsibility • demonstrating commitment to competence • enforcing accountability
risk assessment	<ul style="list-style-type: none"> • specifying suitable objectives • identifying and analysing risk • assessing fraud risk • identifying and analysing significant change
control activities	<ul style="list-style-type: none"> • selecting and developing control activities • selecting and developing general controls over technology • deploying through policies and procedures
information and communication	<ul style="list-style-type: none"> • using relevant information • communicating internally • communicating externally
monitoring activities	<ul style="list-style-type: none"> • conducting ongoing and/or separate evaluations • evaluating and communicating deficiencies.

Appendix G: 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 unresolved performance engagement recommendations tabled in reports to Parliament from 1 March 2016 to 30 June 2022.

In total, the survey responses included 657 recommendations from 82 engagements involving 67 agencies.

In this appendix we have included the status regarding unresolved recommendations included in this assurance review.

To view agencies' performance and responses to all recommendations tabled between July 2018 and June 2022, visit this report's dashboard at www.audit.vic.gov.au

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Ararat Rural City Council	Sexual Harassment in Local Government	1	Yes		Complete	Council has since developed a comprehensive Equality, Diversity and Inclusion Policy. Adopted in December 2020, which is set to be reviewed in December 2024. 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
Ararat Rural City Council	Sexual Harassment in Local Government	2	Yes		Complete	To identify the prevalence of sexual harassment in the workplace Council conducted the People Matters Survey, that includes a question regarding individual employee experiences. (People Matter Survey conducted in June 2023) The data from the survey in 2021 will be compared to the date presented in the 2023 results, this will allow Council 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. 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
Ararat Rural City Council	Sexual Harassment in Local Government	3	Yes		Complete	Council adopted the Prevention of Sexual Harassment Policy (Councilors) and a Prevention of Sexual Harassment in the Workplace Policy (employees) was also approved which explicitly include client behaviour towards Councilors, 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 Councilors and employees. (30 June 2022) The Prevention of Sexual Harassment Policy (Council) is available on Council's website. Council displays posters throughout all Council facilities that promote a zero tolerance to any form of sexual harassment. Council are also in the process of adopting a Fair Access Policy that will apply to all Council owned facilities and aims to increase access for groups who are disadvantaged, as well as decrease sexual harassment. As well as this, a Diversity and Inclusion Strategy (Action Plan) has been created.		30/06/2022
Ararat Rural City Council	Sexual Harassment in Local Government	6	Yes		Complete	In addition to Council's annual online compliance training, Council arranged specific training in relation to the prevention of sexual harassment and active bystander training to all employees in January and February 2023. This training was conducted by an external organisation - Womens Health Grampians Council has incorporated two prevention of sexual harassment training and separate active bystander training for Councilors in its Councilor 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
Ararat Rural City Council	Sexual Harassment in Local Government	7	Yes		Complete	The Councilor Code of Conduct details the principles of behaviours which Councilors must adhere to. A review of the Councilor Code of Conduct is currently being undertaken. As part of the review a community engagement process will be undertaken. (Councilor 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). The most recent review of the Councilor Code of Conduct was conducted in December 2020, and is scheduled to be reviewed at the end of our current Council's term/beginning of new Council, in December 2024.		30/06/2022
Ararat Rural City Council	Sexual Harassment in Local Government	9	Yes		In progress	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) ARCC are still working on a new Human Resource Management System will capture these complaints for current employees utilising the same 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. (Approved on 20 October 2020)	30/12/2023	

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Ararat Rural City Council	Sexual Harassment in Local Government	11	Yes		Complete	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. Councillors undertook induction training at the beginning of their term, which involved training on aspects such as sexual harassment, diversity, equality and inclusiveness (2020). Councillors have most recently completed Councillor Conduct Framework training - June 2022. This training was conducted by LGV.	30/06/2022	
Barwon Health	Security of Patients' Hospital Data	6	Yes		In progress	The roadmap to address the 31 cyber security controls has continued to be followed with solid progress being made. The roadmap is made up of 25 work packages spread across 4 tranches of work. An independent audit (conducted by Digital Health) assessed our maturity level to be 45% of controls at maturity level 1, 48% of controls at maturity level 2 and 7% at maturity level 3. Tranche 2 packages are now being closed out with Tranche 3 ramping up. Target completion date remains at 31 December 2024.	31/12/2024	
Barwon Health	Security of Patients' Hospital Data	12	Yes		In progress	Multi-factor authentication ("MFA") remains in place for Administrator accounts. The planned rollout of a Privileged Access Management ("PAM") platform will significantly improve the identity and access management security controls - currently a strategy has been developed and a go-to-market plan is being developed. The rollout of M365 across SWARH mandates the adoption of MFA which significantly improves the security posture around our email and online collaborative toolset. This rollout is ongoing with a planned end date March 24. External facing IT systems will continue to be evaluated for MFA functionality and will be activated when suitable. A revised target completion date of 30/06/2024.	30/06/2024	
Baw Baw Shire Council	Offsetting native vegetation loss on private land	5	No	Baw Baw Shire Council is of the view that DEECA should be the lead agency in confirming the root causes of non-compliance. Council does not currently have the funds to undertake a significant service review project.	Discontinued	Management actions specified at tabling are still relevant		
Baw Baw Shire Council	Offsetting native vegetation loss on private land	6	No	Baw Baw Shire Council has a standard template for assessing Avoid and Minimise Statements which refers to the requirements of the native vegetation removal Guidelines to determine Strategic and Site Level Planning and to identify that no other feasible options exist to avoid or minimise the removal of native vegetation. Council remains of the view that DEECA is responsible for providing further standardised direction to Local Government regarding the assessment of the mitigation hierarchy.	Discontinued	Management actions specified at tabling are still relevant		

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Baw Baw Shire Council	Offsetting native vegetation loss on private land	7	No	Baw Baw Shire Council already had a process embedded into its system to track permits which authorised the removal of native vegetation. Council has also begun developing a process for ensuring that permitted clearing does not occur prior to an Allocated Credit Extract (or other evidence of the offset) being received and endorsed. This is currently in the early stages of development. Council is currently not resourced to proactively inspect and monitor unauthorised clearing to a greater extent than it already does. However, Council now has additional Planning Compliance resources which are able to follow up on reported unauthorised clearing when there is sufficient evidence. Council also notes that there is no Planning Scheme requirement for landowners to report exempt clearing to Council.	Discontinued	Management actions specified at tabling are still relevant		
Borough of Queenscliffe	Reporting on Local Government Performance	6	Yes		Complete	Council is now reporting the LGPRF measures and a series of Council Plan measures that include but are not limited to consideration of the timing of grants and the impact of grant timing on the reporting of the underlying result and long term financial position.	30/06/2022	
Buloke Shire Council	Council Libraries	4	Yes		In progress	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. Continual monitoring of patronage and relevance of operating hours. Living Libraries funding has supported modifications, ensuring greater library van accessibility. Continued enhancement of Council's digital collection as well as leaning into NAIDOC Week and Reconciliation Week to add and showcase traditional owner titles. Work began on an Annual Budget bid to undertake a full Library Service review. Beyond the reporting period, that bid was successful with the review to be completed in Financial Year 2023/24.	30/06/2024	
Campaspe Shire Council	Offsetting native vegetation loss on private land	5	Yes		In progress	Item is added to departmental implementation plan and the designing of a process to ensure reporting of outstanding offset requirements, received and acknowledged has commenced and to be tested soon.	30/06/2023	
Campaspe Shire Council	Offsetting native vegetation loss on private land	6	Yes		Complete	Delegate reports have been revised to ensure consideration of the Clause 12.01-2 mitigation hierarchy is demonstrated.		1/11/2022
Campaspe Shire Council	Offsetting native vegetation loss on private land	7	Yes		In progress	IT system is being designed to enable reporting of outstanding offset documents submission for this to be prioritised in the auditing process. Physical audits of permits is continuing.	30/06/2023	
City of Darebin	Local Government Assets: Asset Management and Compliance	1	Yes		Complete	Council established an Asset Management Steering Committee in 2020. The Asset Management Steering Committee was re-established in March 2023, having been re-set from 2022, to support and contribute to Council's short and long term financial planning to: <ul style="list-style-type: none"> (i) ensure that Council operates within all fiscal guidelines and legislative requirements and is financially sustainable; (ii) Facilitate a strategic approach to the delivery of the management principles and objectives of the Asset Management Policy and Strategy; (iii) Optimises decision-making and asset investment across the lifecycle of council's asset base; and (iv) lead, govern and monitor the implementation of asset management activities across Council. The Asset Management Policy and the Asset Management Strategy were adopted by Council on 22 November 2021.		8/03/2023

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City of Darebin	Local Government Assets: Asset Management and Compliance	2	Yes		Complete	Council has developed an Asset Data Framework which sets out Council's asset structure, the necessary information that is to be collected for each asset class, the asset hierarchy used, the data capturing process and links in the Disaster Recovery Funding Arrangement. The Disaster Recovery Funding Arrangement is incorporated into the Transport AMP.	30/06/2023	
City of Darebin	Local Government Assets: Asset Management and Compliance	3	Yes		Complete	Council has established an Asset Data Framework, incorporating the asset hierarchy, data capturing process, data specification scripting and asset criticality. An Asset Handover process and Data Collection Process have been established, documented and implemented addressing concerns raised through the audit. This has been supported by the establishment of a dedicated Asset Accountant position in 2022. Council has developed Data Specifications scripting for each asset type within each asset class to ensure that the captured asset information and record management is accurate, comprehensive and consistent. In December 2022, Council commissioned a review of the Asset Management systems being used across Council to understand the quality of the data collected, how the data is used to inform planning, forecasting and decision making, and to further investigate the options available to Council to move to a fully integrated Asset Management system. A provision for an ERP system, enabling an integrated Asset Management system, has been incorporated into the 10 year Financial Plan adopted 26 June 2023 and is subject to further decision on the ERP by Council in 2023/24. It is expected that the implementation of an integrated Asset Management system solution will take approximately three years to achieve, with earlier work planned to validate and consolidate any missing asset data ahead of migrating this information onto any new integrated Asset Management solution.	14/06/2023	
City of Darebin	Local Government Assets: Asset Management and Compliance	4	Yes		In progress	Council has completed an Asset Criticality Assessment for each type of asset. This Assessment has been developed having regard to business and service interruption, public safety, environmental consequences, financial impacts, compliance and obligation requirements and relationship risk.	30/06/2026	
City of Darebin	Local Government Assets: Asset Management and Compliance	5	Yes		Complete	The City currently utilises the Moloney Predictive Modelling system to forecast renewal allocation requirements for local roads. This system is commonly used within the Local Government Sector and is still considered to offer a suitable solution for the City's current requirements. The above modelling system also complements the current asset management system utilised by the City (Conquest). The City intends to continue to utilise its existing AM system for the foreseeable future and as such it is considered appropriate that we also retain the Moloney Predictive Modelling system in parallel. 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. Recognition of these maintenance imposts is also built into current capital work planning/prioritisation processes. Any modifications to existing financial and works management systems to further refine maintenance rates will require significant 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 current operational reviews/initiatives.	10/01/2023	
City of Greater Bendigo	Maintaining Local Roads	3	Yes		Complete			15/12/2022
City of Greater Bendigo	Maintaining Local Roads	5	Yes		Complete			21/10/2022

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City of Greater Bendigo	Maintaining Local Roads	8	Yes		Complete	<p>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.</p> <p>Real time industry costs for various surface treatments (i.e. different sealing and asphalt treatments) are obtained annually, and subsequently inform capital/reactive works planning, delivery and asset revaluations.</p> <p>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.</p> <p>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.</p> <p>The City has also recently utilised a range of sustainable and alternate maintenance treatment solutions with the aim of achieving greater value for money through extending useful asset life or deferring required renewal/replacement works (e.g. proactive crack sealing program). Several alternate technologies/treatments have also been deployed throughout the road network on a trial basis with evaluation of these occurring over the next several years (e.g. tonerless asphalt).</p> <p>The City continues to provide relevant operational data as part of its LGRF and Grants Commission submissions and subsequently compares its performance against similar councils using various maintenance and capital works indicators.</p> <p>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.</p> <p>By way of example, the City has undertaken a review of its gravel road maintenance service levels, delivery methodologies, productivity, and costs. This included a comprehensive internal review as well as benchmarking against other comparable councils.</p> <p>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.</p> <p>Review and re-adoption of the City's RMP was completed in November 2022. This review included benchmarking of intervention and rectification timeframe standards against comparable municipalities. Ultimately, only minor amendments to the standards outlined with the RMP were required.</p> <p>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.</p> <p>Quarterly and annual reports regarding the City's compliance against service levels and targets outlined with the RMP are routinely presented and interrogated with subsequent management action taken where any deficiencies or significant risks are identified.</p>	21/10/2022	
City of Greater Bendigo	Maintaining Local Roads	9	Yes		Complete	<p>The City continues to provide relevant operational data as part of its LGRF and Grants Commission submissions and subsequently compares its performance against similar councils using various maintenance and capital works indicators.</p> <p>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.</p> <p>By way of example, the City has undertaken a review of its gravel road maintenance service levels, delivery methodologies, productivity, and costs. This included a comprehensive internal review as well as benchmarking against other comparable councils.</p> <p>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.</p> <p>Review and re-adoption of the City's RMP was completed in November 2022. This review included benchmarking of intervention and rectification timeframe standards against comparable municipalities. Ultimately, only minor amendments to the standards outlined with the RMP were required.</p> <p>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.</p> <p>Quarterly and annual reports regarding the City's compliance against service levels and targets outlined with the RMP are routinely presented and interrogated with subsequent management action taken where any deficiencies or significant risks are identified.</p>	22/07/2022	
City of Greater Bendigo	Maintaining Local Roads	12	Yes		Complete	<p>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.</p> <p>Review and re-adoption of the City's RMP was completed in November 2022. This review included benchmarking of intervention and rectification timeframe standards against comparable municipalities. Ultimately, only minor amendments to the standards outlined with the RMP were required.</p> <p>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.</p> <p>Quarterly and annual reports regarding the City's compliance against service levels and targets outlined with the RMP are routinely presented and interrogated with subsequent management action taken where any deficiencies or significant risks are identified.</p>	4/11/2022	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	1	Yes		In progress	<p>Council has documented new Asset Budget Rules which delineate the recurrent, 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.</p> <p>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.</p> <p>Council has developed a draft Asset Plan to fulfil its obligations under the Local Government Act 2020. The draft Asset Plan will be 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.</p> <p>In 2021, Council developed and exhibited two draft capital investment policies with the intention of finalising these in 2022, however Council recognised that its constrained financial capacity to fund a meaningful capital works program needed to be re-considered before the policies could progress. The policy work is on hold while council determines its strategic approach to its financial challenges. In the meantime 90% of its capital works relate to asset renewal and so is evidence-based through asset condition data.</p>	31/01/2024	

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Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	2	Yes		In progress	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 management and development engineering departments hand over assets with all the as built information to ensure it is captured in the asset register. These two processes are currently in the process of being documented. This work was unable to be progressed during 2022-23 due to significant vacancies in the asset and engineering teams.	31/07/2024	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	3	Yes		In progress	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	31/03/2024	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	4	Yes		In progress	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. Council recently recruited a Coordinator Asset Management in April 2023 who will coordinate this work in 2024.	30/06/2024	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	5	Yes		In progress	Council has appointed an Asset Management Consultancy, Assetic to assist with the preparation of the Asset Management Plans. The preparation of the AMPs will involve workshops to identify asset criticality and existing service levels. This has begun for the Building Assets. Council recently recruited a Coordinator Asset Management in April 2023 who will coordinate this work in 2024.	30/06/2024	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	6	Yes		In progress	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.	30/06/2024	
Colac Otway Shire Council	Local Government Assets: Asset Management and Compliance	7	Yes		In progress	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. No further progress has been made in 2022-23.	31/12/2023	
Corangamite Shire Council	Local Government and Economic Development	7	Yes		Complete	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 are included in the new 10 year Corangamite Growth and Prosperity Framework - Grow and Prosper Corangamite 2023 - 2033.	23/05/2023	
Corangamite Shire Council	Sexual Harassment in Local Government	1	Yes		Complete	The stand-alone Sexual Harassment Prevention and Reporting policy was developed having regard to the survey results and the VAGO survey findings. The Complaints, Grievances and Disputes Procedure has been reviewed using the findings from the VAGO survey	19/06/2023	
Corangamite Shire Council	Sexual Harassment in Local Government	2	Yes		Complete	The survey template has been updated to include these measures. The next survey will be conducted in November 2023. The annual VPSC People Matter Survey, conducted in June, is another data source. A complaints register has been established for monitoring and reviewing complaints	19/06/2023	
Corangamite Shire Council	Sexual Harassment in Local Government	6	Yes		Complete	Face to face training for works staff and councillors has been conducted. A rolling program of training has been established.	2/06/2023	
Corangamite Shire Council	Sexual Harassment in Local Government	8	Yes		Complete	The agreed actions have been incorporated into the Complaints, Grievances and Dispute procedure that was endorsed in June 2023. The Sexual Harassment Prevention and Reporting Policy adopted by Council in February 2022 covers sexual harassment from the public.	19/06/2023	
Corangamite Shire Council	Sexual Harassment in Local Government	10	Yes		Complete	The agreed actions have been incorporated into the Complaints, Grievances and Dispute procedure that was endorsed in June 2023.	19/06/2023	

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Corangamite Shire Council	Sexual Harassment in Local Government	11	Yes		Complete	Councillors received face-to-face training from an external facilitator		23/05/2023
Country Fire Authority	Reducing Bushfire Risks	7	Yes		Complete	<p>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.</p> <p>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 FFMV/c to improve integration and consistency across public and private land.</p> <p>Through the further development and implementation of the Joint Fuel Management Program, and utilisation of the Fuel Management System, CFA has improved its 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.</p> <p>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.</p> <p>Programs such as Community Based Bushfire Management and Community Firequard 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.</p> <p>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.</p> <p>23/6/23 With regard to the outstanding action pertaining to VFRR, a business analyst completed a Risk Analysis Spatial Intelligence scoping project. A discovery report was completed in Oct22. The report outlines key considerations and items for further in depth analysis required for further development. Further action to proposed/design changes or a new system has not occurred and would require further commitment of resources. Ref RASI Discovery Report.</p>		3/05/2023
Country Fire Authority	Reducing Bushfire Risks	9	Yes		Complete	<p>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.</p> <p>23/6/23 DEECA coordinates the Fuel Management Report which CFA contributes data and supplementary information.</p>		23/05/2023
Country Fire Authority	Reducing Bushfire Risks	10	Yes		Complete	<p>CFA manages a program of works and costing system to approve and monitor expenditure for fuel management works.</p> <p>As the joint agency Fuel Management System develops further, we will be seeking to integrate financial management within this system where practical.</p> <p>23/6/23 CFA continues to improve the financial management for fuel management reports. From 1st July 23 the addition of using work order numbers will assist with more accurately tracking costs and assist with forward budgeting.</p>		23/06/2023

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Country Fire Authority	Reducing Bushfire Risks	14	Yes		Complete	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 IGEN Recommendation 2 regarding the review of fuel management legislation. 23/6/23 CFA has contributed to the Fuel Management Legislation review working group (led by DJCS and DEECA) and provided significant input over the prior 12 months, both through written feedback, advice and verbal discussions. CFA contributed to the draft survey currently with Local Government for consideration. CSV's performance management framework and measures developed and approved by Courts Council.		23/06/2023
Court Services Victoria	Administration of Victorian Courts	1	Yes		Complete			30/03/2023
Court Services Victoria	Administration of Victorian Courts	3	Yes		In progress	CSV's action plan was reviewed and expanded to reflect service de-duplication actions, with the revisions approved by Courts Council. In developing future Action Plans, service de-duplication actions will be captured as required.	31/12/2023	
Court Services Victoria	Administration of Victorian Courts	4	Yes		In progress	Service catalogues for most key corporate functions have been developed. An interim service catalogue for People & Culture has been developed.	3/06/2023	
Court Services Victoria	Administration of Victorian Courts	6	Yes		Complete	SAP2 was submitted to Cabinet and endorsed in November 2021. An implementation Plan Roadmap (IPR) was approved by Courts Council in May 2022 and identifies the specific initiatives critical to CSV's achievement of this vision and prioritises them across the 15 year horizon of the SAP.		10/05/2022
Court Services Victoria	Administration of Victorian Courts	8	Yes		Complete	Courts Council has reviewed its charter. The next review is scheduled for August 2023.		30/06/2021
Court Services Victoria	Administration of Victorian Courts	9	Yes		Complete	An annual review of Accountabilities Table was completed for 2022 calendar year. A review is scheduled for 2023.		30/06/2022
Court Services Victoria	Administration of Victorian Courts	10	Yes		Complete	All Court Council's committees will have completed annual self-assessments by June 2022.		30/06/2022
Court Services Victoria	Administration of Victorian Courts	13	Yes		In progress	CSV has developed a performance measurement framework and measures that will assess progress in achieving its priorities as identified in its Strategic Plan, with the framework defining objectives and measures for each priority in the Strategic Plan. The framework and measures were approved by Courts Council in March 2023. The reporting of 'baseline data' on measures will be staggered over 2 years to allow time to undertake detailed design and implement systems to capture data. Measures will be reported annually in CSV's Annual Report.	30/12/2023	
Department of Education	Business Continuity During COVID-19	3	Yes		In progress	CSV has engaged with DTF to discuss CSV performance measures. Now the framework and measures are approved, CSV will re-engage with DTF to determine if a BP3 measure that assesses CSV's contribution to the Courts' output is supported. DE refreshed its Business Impact Analysis in late 2022 for corporate and in early 2023 for regions to reflect: * the organisational structure at that time and any staff movements * prioritised business activities within regions. This work will be completed by 30 June 2023. The department will complete a business impact analysis refresh including reflecting changes in the department's organisational structure mainly resulting from the Machinery of Government changes in 2023. BIA's will be reviewed on at least 2 yearly basis following this.	30/06/2023	

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Department of Education	Business Continuity During COVID-19	4	Yes		In progress	DE has reviewed the business continuity plans and is in the process of obtaining Executive approval of the 4 remaining plans. The Risk and Continuity team regularly works with business units across DE to keep workaroud strategies for their prioritised activities current as part of business continuity business-as-usual. Work will be completed by 30 June 2023.	30/06/2023	
Department of Education	Business Continuity During COVID-19	5	Yes		In progress	DE is working with an external firm, to review the business continuity management exercising program and test a scenario that involves multiple groups/groups simultaneously through exercises in late May/June. Work will be completed by 30 June 2023. BCP exercises will be conducted every 2 years moving forward.	30/06/2023	
Department of Education	Business Continuity During COVID-19	6	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/12/2022
Department of Education	Business Continuity During COVID-19	8	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/09/2022
Department of Education	Business Continuity During COVID-19	9	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/09/2022
Department of Education	Early Years Management in Victorian Sessional Kindergartens	1	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/06/2022
Department of Education	Early Years Management in Victorian Sessional Kindergartens	3	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/06/2022
Department of Education	Early Years Management in Victorian Sessional Kindergartens	4	Yes		In progress	The Early Years Management (EYM) Data Analysis and Central Register Process has been implemented, which is a guideline to identify sources of data that can be used for information collection and analysis and provides timelines for when reporting will occur on an annual basis. The central register has been used, to respond to challenges and opportunities to support the implementation of the EYM Policy Framework. The document was presented at an EYM state forum. Scoping for the evaluation of the EYM program has commenced and an overarching timeline for implementation has been developed. Internal advice on sourcing arrangements has been sought with confirmation that the evaluation is to be undertaken by an external supplier.	31/12/2023	
Department of Education	Early Years Management in Victorian Sessional Kindergartens	5	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/06/2022
Department of Education	Effectiveness of the Navigator Program	1	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/03/2023
Department of Education	Effectiveness of the Navigator Program	2	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/03/2023
Department of Education	Effectiveness of the Navigator Program	3	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/10/2022
Department of Education	Effectiveness of the Navigator Program	4	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/12/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Education	Government advertising	4	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/03/2023
Department of Education	ICT provisioning in schools	1	Yes		In progress	DE has worked with Telstra to address gaps and issues in existing ICT provisions by improving internet speed allocations for schools to 1 Mbps per student per school over the last year. DE is tracking the remaining 6 (of 1665) schools within the 'School Network Report of 1Mbps program status' who are unable to complete the bandwidth upgrade due to system infrastructure upgrades yet to be implemented by Telstra. A plan is in place to upgrade the bandwidth once the system upgrade works have been completed. The review of technical support needs of schools is scheduled to commence by June 2023.	30/11/2023	
Department of Education	ICT provisioning in schools	2	Yes		In progress	DE has commenced reassessing its ICT planning guidance to schools. An analysis has been conducted and all ICT guidance available to schools has been catalogued. A process to monitor the maintenance of ICT guidance available to schools will be implemented by 31 December 2023. DE has engaged a resource to establish a security policy governance process which includes the coordination, review and update of existing security and relevant ICT policy and process artefacts in accordance with a defined update calendar. This work is due for completion in December 2023.	31/12/2023	
Department of Education	ICT provisioning in schools	3	Yes		In progress	DE has released a new policy mandating the use of DE-provided technologies to transition schools to DE technologies by the end of 2028. It is expected that panels would only be considered where schools continue to have choice which is predominantly in the devices space. Core infrastructure such as networking/servers will be provided and managed by DE. With this policy shift, DE will be able to analyse purchasing trends. With the transition to DE technologies, schools will adhere to the ICT policies as the technologies provided by DE will adhere to ICT policies. Existing policies will also be updated to align with revised child-safety and security standards. DE will also update the Information Technology Asset Management (ITAM) database to include a report to monitor minimum technical specification for those assets that have a defined minimum. The review of existing or new school environment monitoring capabilities will commence by June 2023.	31/05/2024	
Department of Education	ICT provisioning in schools	4	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/12/2022
Department of Education	Management of spending in response to COVID-19	1	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/06/2022
Department of Education	Management of spending in response to COVID-19	10	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/06/2022
Department of Education	Management of spending in response to COVID-19	11	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/09/2022
Department of Education	Management of spending in response to COVID-19	15	Yes		In progress	The Oracle Cloud Program will deliver integrated Cloud applications to improve information consolidation and analysis across government utilising common application tools, reducing ongoing maintenance and costs – in alignment with the Common Corporate Platform Program. With consideration of the nature, size and complexity of this project, there was a strategic decision to revise the delivery approach and implement a System Integrator model. The overall timeframe of 30 April 2024 is expected to be met. The remaining components of the Oracle Finance Cloud yet to be implemented are the fixed assets, accounts receivable and general ledger modules.	30/04/2024	
Department of Education	Management of the Student Resource Package	2	Yes		Complete	DE initially agreed to address this recommendation through the 4 actions listed under 'agreed management actions'. The first action was completed in March 2021. DE identified and implemented a revised approach for the remaining 3 actions to what was listed under 'agreed management actions'. The revised approach better utilised the expertise within DE to objectively review SRP line items against the independently validated objectives as per the intent of the recommendation. All actions to address the recommendation have been completed.		31/12/2022
Department of Education	Management of the Student Resource Package	3	Yes		In progress	DE has engaged Deloitte Access Economics to undertake a practice and expenditure survey. Deloitte will sample 100 schools.	30/09/2023	

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Department of Education	Managing Public Sector Records	8	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		30/06/2022
Department of Education	Managing School Infrastructure	1	Yes		In progress	<p>The Asset Management Reform program is on track to be fully implemented by mid-2023. The first cycle of the Rolling Facilities Evaluation (RFE) assessments was completed at the end of March 2023. All schools in the portfolio that are required to have an endorsed School Maintenance Plan (SMP) are expected to have one by mid-2023, with 1,406 government schools having an endorsed SMP as at the end of March. School Maintenance Plans lay out actions to address defects detected in the RFE and institute a program of routine maintenance.</p> <p>School asset management training and support continues to be delivered through 'Bricks and mortar' asset management training and support for SMP development and implementation after an RFE is completed. The Asset Information Management System (AIMS) was rolled out to all schools by the end of 2022. The program brings together different asset management systems previously utilised by schools, allowing users to have full visibility of their compliance tasks in a single application while minimising administrative capacity. This central information system is shared by both schools and the department to support the management of school assets within a single portal.</p> <p>The VSBA is on track to comply with the Asset Management and Accountability Framework's 45 requirements and sub-requirements in the school asset portfolio by mid-2023. The reforms are now embedded, with the second five-year cycle of the RFE, and subsequently SMPs, commencing in mid-2023.</p>	30/06/2023	
Department of Education	Measuring and Reporting on Service Delivery	1	Yes		In progress	<p>DE has undertaken a thorough review of its 2022-23 Budget Paper 3 (BP3) Performance Statement to meet the requirements of the Resource Management Framework (RMF). DE has updated the 2023-24 statement, which was published on 23 May as follows:</p> <ul style="list-style-type: none"> • DE Objectives have been revised to a service delivery focus • Objective indicators have been developed for each objective • Output performance measures have been reviewed to distinguish between inputs, processes and outputs and to assess alignment to the criteria of the RMF. 	31/05/2023	
Department of Education	Measuring and Reporting on Service Delivery	2	Yes		In progress	<p>DE has undertaken a thorough review of its 2022-23 Budget Paper 3 (BP3) Performance Statement which was published on 23 May 2023 including:</p> <ul style="list-style-type: none"> * DE objective indicators have been revised pending updated advice on development of baseline data from Department of Treasury and Finance (DTF). All data will be reported with time series and appropriate baselines. * Objective indicators have been revised to focus on service delivery with a more precise alignment to outputs. * Output groups have been disaggregated where possible. * The mix of output performance measures has been revised and improved where possible, noting the nature of education service delivery does not provide opportunities for measures of timeliness, as noted in VAGO's March 2023 assurance review report – Fair presentation of service delivery performance. * The department has reviewed its suite of measures and, wherever possible, has replaced measures that did not provide clear comparison over time or with other jurisdictions with population share measures or nationally comparable measures. 	31/05/2023	
Department of Education	Measuring and Reporting on Service Delivery	3	Yes		In progress	<p>Work is underway to identify opportunities to develop and use output costing for DE activities to support the measurement of service efficiency.</p> <p>Developing output performance measures that use unit costing to measure service efficiency is contingent on DTF providing guidance on the development of measures that use unit costing. DE will consider options for unit costing measures for the 2024-25 budget based on DTF's expected guidance.</p>	31/05/2024	
Department of Education	Measuring and Reporting on Service Delivery	11	Yes		In progress	<p>Work is underway to review and update the existing data dictionary against the revised 2023-24 DE's Performance Statement which was tabled in parliament on 23 May. This will be supplemented by any updated advice provided by DTF (due June 2024) per the agreed actions against the March 2023 Fair Presentation of Service Delivery audit).</p> <p>This work is expected to be completed by 31 December 2024.</p>	31/12/2024	
Department of Education	Systems and Support for Principal Performance	1	Yes		In progress	<p>This recommendation will be implemented when the Statement of Expectation ceases and the PDP process is reinstated and fully implemented for all school based staff, including Principals. The statement of expectation is currently being applied till 31 January 2024. A revised PDP process will be reinstated and fully implemented and communicated in Term 1 2024.</p> <p>Planning is underway for the 2024 PDP Cycle and the relevant program area is currently reviewing and refining the approach for all school based staff including Principals.</p>	29/02/2024	

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Department of Education	Systems and Support for Principal Performance	2	Yes		In progress	This recommendation will be implemented when the Statement of Expectation ceases and the PDP process is reinstated and fully implemented for all school based staff, including Principals. The statement of expectation is currently being applied till 31 January 2024. A revised PDP process will be reinstated and fully implemented and communicated in Term 1 2024. Planning is underway for the 2024 PDP Cycle and the relevant program area is currently reviewing and refining the approach for all school based staff including Principals.	29/02/2024	
Department of Education	Systems and Support for Principal Performance	3	Yes		In progress	Work has been underway to seek views from stakeholders around the need for schedule B to form part of the PDP process for Principals. This work is currently going through a final round of consultation with relevant stakeholder groups with the view to address this recommendation by 30 April 2023 through a formal briefing to the relevant Deputy Secretary, recommending and seeking endorsement to separate schedule B from the PDP process.	30/04/2023	
Department of Education	Systems and Support for Principal Performance	5	Yes		In progress	This recommendation will be implemented when the Statement of Expectation ceases and the department reinstates the standard PDP process for all school based staff, including Principals. The statement of expectation is currently being applied till 31 January 2024. Once the PDP cycle resumes in 2024, the tracking functionality will be deployed. Planning is underway for the 2024 PDP Cycle and the relevant program area is currently reviewing and refining the approach for all school based staff including Principals.	31/12/2023	
Department of Education	Systems and Support for Principal Performance	6	Yes		In progress	This recommendation will be implemented when the department has provided the minister with options for recognising high performing principals. The department has investigated options to recognise high performing principals including undertaking research, looking at international and national models and trends and carrying out consultations with key stakeholders. Modification of the current assessment scale has also been investigated along with looking at comparable national and international education systems, models and recognition of high performers and these findings have been consolidated to help inform improvements.	30/04/2023	
Department of Education	Systems and Support for Principal Performance	7	Yes		Complete	The recommendation has been fully addressed through the implementation of the agreed management action/s.		31/12/2022
Department of Energy, Environment and Climate Action	Business Continuity During COVID-19	3	Yes		Complete	Business Impact Analysis (BIA) tools and templates were reviewed for compliance with the ISO standards and updated, as required. The BIA templates and guidance were updated to include executive approval and version control and to better assist the department to identify and define prioritised activities. The Business Continuity Policy was updated to include changed requirements for the department's BIA program. All departmental BIAs were reviewed and updated using the revised BIA templates following implementation of this action. DEECA reviews BIAs annually or more often when there are significant organisational changes. The BIA review program is coordinated and tracked centrally to maintain awareness of whole-of-department BIA currency and status.		30/08/2022
Department of Energy, Environment and Climate Action	Business Continuity During COVID-19	4	Yes		Complete	Business Continuity Plan (BCP) templates were reviewed for compliance with the ISO standards and updated, as required. The BCP templates were updated to include executive approval and version control, as well as to address other recommendations made by the Auditor-General through this audit. The department's review program was established and reviews of BCPs are conducted annually or more often when there are significant organisational changes. The BCP review program is coordinated and tracked centrally to maintain awareness of whole-of-department BCP currency and status. The department's Business Continuity Policy was updated to include changed requirements for BCPs. All departmental BCPs were reviewed and updated using the revised BCP templates following implementation of this action.		30/08/2022
Department of Energy, Environment and Climate Action	Business Continuity During COVID-19	5	Yes		Complete	The Business Continuity (BC) exercise and training program for BC contacts and BC Response Team members was developed and approved previously to address VAGO's Recommendation # 6 from this audit. The exercise and training program includes the requirement for all business' BC Response Team members to undertake a desktop exercise biennially. The exercise program is undertaken across Quarters 3 and 4, following the review of the department's business impact analyses and business continuity plans. Exercises are organised in consultation with the BC contacts in each business and tracked through a centrally-coordinated status tracking sheet. The business continuity desktop exercise program (including templates and scenarios) was reviewed to ensure that scenarios test a range of disruption type and complexities, reinforce DEECA's business continuity strategies, and identify and manage risks to managing business disruptions. Complex scenarios and multi-business exercises will continue to be conducted through the Critical Incident Management Team program coordination and exercises, as well as through Group-level BC exercises. DELWP's Business Continuity Policy was updated to include changed requirements for the department's BC exercise and training program.		30/08/2022

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Department of Energy, Environment and Climate Action	Business Continuity During COVID-19	6	Yes		Complete	A mandatory Business Continuity (BC) exercise and training program was developed and implemented for departmental BC contacts and response team members. The training program details the different types of training available, the nature and audience for each training type, frequency, timing, responsibilities, and status tracking to monitor program delivery. The training program requires initial and at least biennial training and all training packages include coverage of roles and responsibilities, required response actions and reporting obligations. A training program is also delivered to critical and deputy critical incident controllers and all members of the department's Critical Incident Management Team.	29/07/2022	
Department of Energy, Environment and Climate Action	Business Continuity During COVID-19	8	Yes		Complete	Tools and templates used during business continuity plan activities were updated to include recording and reporting to relevant executives on impacted prioritised activities, recovery time objectives and whether any other activities or services may be impacted or are at risk as a result of the business continuity disruption. Guidance was also developed to support the Critical Incident Management Team identify and report impacted and at risk activities and recovery time objectives. DEECA also routinely reports any business continuity activations to the Executive Board and Risk and Audit Committee through quarterly risk management reports, if required. The department's Business Continuity Policy was updated to reflect the requirements for reporting impacts to the executive when a significant business continuity event occurs.	22/08/2022	
Department of Energy, Environment and Climate Action	Business Continuity During COVID-19	9	Yes		Complete	Business Continuity Post Incident Review (PIR) template was updated to include sections to identify impacts to prioritised activities and recovery time objectives (RTOs), the length of disruptions to these activities, and whether any other activities or services were impacted by the disruption. New tools were also developed to support the identification and reporting of impacted services, recovery time objectives, and the length of time that any critical services were disrupted during Critical Incident Management Team activation. The Business Continuity Policy was updated to reflect the requirements for undertaking post incident reviews.	30/08/2022	
Department of Energy, Environment and Climate Action	Delivering the Solar Homes Program	1	Yes		Complete	DEECA completed the updated business case based on the Department of Treasury and Finance's investment Lifecycle and High Value High Risk Guidelines. Outcomes from this activity, including a "do nothing" scenario, have informed ongoing design and operation of the Solar Homes program.	8/06/2022	
Department of Energy, Environment and Climate Action	Management of spending in response to COVID-19	1	Yes		Complete	DEECA's procurement policy review program has been completed and a revised suite of procurement policies published. This includes updated associated forms, procedures and templates.	6/09/2022	
Department of Energy, Environment and Climate Action	Management of spending in response to COVID-19	2	Yes		Complete	DEECA's procurement policy review program has been completed, including the critical incident procurement form, and a revised suite of procurement policies published. This includes updated associated forms, procedures and templates.	6/09/2022	
Department of Energy, Environment and Climate Action	Management of spending in response to COVID-19	3	Yes		Complete	DEECA's procurement policy review program has been completed, including the critical incident procurement form, and a revised suite of procurement policies published. This includes updated associated forms, procedures, templates and DEECA's Critical Incident Procurement Register. Guidance has been issued about policy and reporting requirements.	6/09/2022	
Department of Energy, Environment and Climate Action	Managing Development Contributions	2	Yes		Complete	The Roadmap for improving infrastructure contributions sets out a plan to deliver improved monitoring, evaluation and reporting on infrastructure contributions over the next 12 months.	20/10/2022	

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Department of Energy, Environment and Climate Action	Managing Development Contributions	3	Yes		Complete	This recommendation has been reviewed by DELWP, VPA and subsequently reviewed by the Advisory Committee in consultation with stakeholders. Advice has been provided to Government recommending not to progress with applying Infrastructure Contribution Plans (ICPs) in Strategic Development Areas and Regional Greenfield Growth areas. The Roadmap specifies that ICPs will be replaced with a broad-based local infrastructure charge within the next three years. DELWP and the VPA have ceased work to further implement the ICP program outside Melbourne's greenfield growth areas. This ensures that the use of ICPs is not extended while the local infrastructure charge is developed. DELWP and the VPA will continue to support councils in the preparation of ICPs in greenfield areas until a transition to the local infrastructure charge is clear. As the Roadmap proposes ICPs be abandoned this recommendation is considered no longer relevant. The Roadmap specifies that Development Contribution Plans (DCPs) will be replaced with a broad-based local infrastructure charge within the next three years. DELWP will continue to support councils in the preparation of DCPs until a transition to the local infrastructure charge is clear. This will include updates to the DELWP website content on DCPs and comprehensive updates to the Development Contributions Plan Guidelines (DELWP, 2007) within the next 12 months. As the Roadmap proposes the DCP program be abandoned, this recommendation is considered no longer relevant.		25/08/2022
Department of Energy, Environment and Climate Action	Managing Development Contributions	4	Yes		Complete			2/08/2022
Department of Energy, Environment and Climate Action	Managing the Environmental Impacts of Domestic Wastewater	13	Yes		In progress	DEECA has prepared a "Connections to Sewerage options paper" which documents an analysis of legislative opportunities to ensure properties connect to sewer and has completed an examination of Water Act 1989 (Act) provisions. Legislative changes relating to requiring properties to connect to sewer can be considered when a broader review of the Water Act 1989 is instigated by the Water Minister.	1/07/2023	
Department of Energy, Environment and Climate Action	Measuring and Reporting on Service Delivery	1	Yes		In progress	During development of the Budget Paper 3 performance statements for 2022-23 and the first stage of 2023-24, the department 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. The first round of these changes appeared in the 2022-23 BP3 and a further round will appear in the final 2023-24 Budget Papers, with work to continue in future years.	31/05/2023	
Department of Energy, Environment and Climate Action	Measuring and Reporting on Service Delivery	2	Yes		In progress	During development of the Budget Paper 3 performance statements for 2022-23 and the first stage of 2023-24, the department reviewed its performance information 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 were implemented for 2022-23 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 appear in the published 2022-23 Budget Papers, with further work to continue in future years. DEECA has a process in place for developing baseline data for objective indicators, as evidenced through the publication of historical data for objective indicators in DEECA Annual Reports. For the first time, the 2020-21 DELWP Annual Report included historical data for objective indicators that were new for the reporting period. DEECA 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 later in 2023.	31/05/2023	
Department of Energy, Environment and Climate Action	Measuring and Reporting on Service Delivery	3	Yes		In progress	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 later in 2023. In line with the release of the revised Resource Management Framework, DEECA will continue to investigate unit cost measures for inclusion in future Budget Paper 3 Department Performance Statements.	31/05/2023	

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Department of Energy, Environment and Climate Action	Measuring and Reporting on Service Delivery	10	Yes		In progress	DEECA 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 Departmental Performance Statements. DEECA will continue to ensure that specific reasons and analysis are provided for all variances greater than five per cent.	31/05/2023	
Department of Energy, Environment and Climate Action	Measuring and Reporting on Service Delivery	11	Yes		In progress	DEECA 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. DEECA 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 later in 2023.	31/12/2023	
Department of Energy, Environment and Climate Action	Offsetting native vegetation loss on private land	1	Yes		In progress	DEECA has improved native vegetation reporting by updating the annual No Net Loss Report for 2020-21 to include new identified quantitative data on the extent of loss and gain in biodiversity metrics. The updates made in the 2020-21 report will be included in the 2021-22 report currently being finalised, and for future reports as standard. To obtain the most recent and comprehensive information on the extent and location of Victorian native vegetation, the department has requested local governments to provide data for the 2022-23 year on approvals and the extent of illegal removal cases actioned. Data on illegal removal will be included for the first time in the 2022-23 Annual No Net Loss Report. Work to update the Monitoring, evaluation and reporting plan will commence early in the 2023-34 financial year. It will include the new quantitative outputs included in the updated annual reports. This updated report is scheduled to be completed prior to the end of December 2023. Initial planning is underway to review existing available information on the extent and location of native vegetation and threatened species habitat importance maps to determine if an updated approach is required to address gaps in the information. The majority of this work will commence in early 2023-24.	1/07/2024	
Department of Energy, Environment and Climate Action	Offsetting native vegetation loss on private land	2	Yes		In progress	DEECA has commenced an assessment of the Native Vegetation Credit Register database (NVCR) and processes and the native vegetation information management systems and environmental systems modelling platform against the DPC Data Quality Guidelines. A comprehensive review of data held on native vegetation credits in the NVCR will commence in February 2023. It is expected that minor updates to database management and process documentation will be required as well as new security functionality for the NVCR to ensure data security and integrity. Additional staff have been trained in the use and controls of the NVCR. The final report addressing this action will be delivered in July 2023 and will include the assessment against DPC guidelines, outcomes of the review of the credit register data and any system or documentation updates required for the NVCR.	1/07/2023	
Department of Energy, Environment and Climate Action	Offsetting native vegetation loss on private land	3	Yes		In progress	DEECA has commenced planning a project to identify options to improve monitoring of the extent of native vegetation removal across the state, including examining the approaches used to generate the Victorian Land Cover Time Series Dataset. The initial work will involve identifying trial areas to demonstrate how satellite imagery can assist in identifying changes in vegetation cover and taking of enforcement action. The majority of this project will be undertaken in the 2023-24 financial year. The department will continue to work with responsible and referral authorities to facilitate processes/systems which will enable a better collection of approved removal data. The department is developing a system to capture and report on the removal planning permits which it reviews. Initial discussions have also been held with the Department of Transport and Planning to improve recording in the development of the new Planning Permit Activity Reporting System.	1/07/2024	
Department of Energy, Environment and Climate Action	Offsetting native vegetation loss on private land	4	Yes		In progress	DEECA has commenced drafting guidance outlining how the department will monitor the implementation of offset agreements under section 69 of the Conservation, Forests and Lands Act 1987 beyond 10 years. DEECA is writing to offset owners on an ongoing basis to remind them two months prior to their reporting due dates and follows them up with reminders and compliance actions if reporting and management requirements are not met. DEECA is drafting the framework for offsetting on Crown land. A Memorandum of Understanding template has been developed and is being implemented for all new Crown Land offset sites. This recommendation is on track to be completed by the due date.	1/07/2024	

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Department of Energy, Environment and Climate Action	Offsetting native vegetation loss on private land	5	Yes		In progress	DEECA has begun planning to confirm the root cause for noncompliance with native vegetation regulations with stakeholders including the existing Municipal Association of Victoria and DEECA Illegal Clearing Working Group in addition to representatives from individual Councils. This will inform the preparation of Issues Papers identifying the fundamental problems and inviting suggestions for legislative and/or regulatory reforms which can address them. An updated Applicant's guide for vegetation clearing has been drafted and circulated to the Illegal Clearing Working Group. Comments are expected by end of January 2023. The draft guide includes clear concise information of the reason for the Native Vegetation Regulations, the biodiversity values regulated and the expectations about efforts to avoid and minimise impacts of native vegetation removal. Depending on feedback received, the draft will be updated, and content added regarding specific application requirements. DEECA has received input from councils and consultants regarding content and delivery suggestions for training. Short modules targeting specific topics delivered as recorded video is the preferred approach. DEECA has commenced drafting information related to the 'avoid and minimise' expectation for inclusion into existing training material.	1/1/2023	
Department of Energy, Environment and Climate Action	Protecting Critically Endangered Grasslands	2	Yes		In progress	DEECA has completed a condition assessment of the conservation and ecological values contained in the private land designed for the Western Grassland Reserve (WGR) and will issue a final report by the end of February 2023. Work supporting this report include intensive surveys of 2838 ha of private and public land in the WGR in Spring 2021. These surveys covered about 19% of the WGR at high intensity (12,000 plots) and were co-designed by the Arthur Rylah Institute for Environmental Research, Wyndham City Council, Agriculture Victoria and Parks Victoria to gain better information at lower costs. The survey method was designed so the data could be used by Agriculture Victoria's computer model that uses satellite imagery to track and map weed levels across the 15,000-hectare WGR. A final condition assessment was completed via remote sensing in partnership with Agriculture Victoria. Wyndham City Council (WCC) has worked with DEECA to acquit all actions under its original land management agreement. Preliminary evaluation of the project has identified the need to reduce cash contributions by landowners and managers. WCC requested from DEECA an expansion of budget and timing into mid 2024. DEECA's funding agreement with WCC has been revised to accommodate this feedback and the agreement has been extended until 30 June 2024. DEECA will continue to collect relevant data and information to assess effectiveness. DEECA will finalise the evaluation of its land management agreement with WCC by November 2023 and use that to inform future agreements with other local councils. DEECA is on track to complete the review of interim land management arrangements by November 2023. Discussions with regards possible expansion of this program is underway.	26/02/2023	
Department of Energy, Environment and Climate Action	Protecting Critically Endangered Grasslands	4	Yes		In progress	The first plain English report on Melbourne Strategic Assessment (MSA) Ecological Outcomes was published on the former DELWP's website in September 2021 (https://www.msa.vic.gov.au/ecological-outcomes-report-2014-to-2020). This focused on activities delivered as of the 2020-21 financial year, aligned 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's first audit report on MSA outcomes was tabled in Parliament on 16 May 2023, and provides an assessment of MSA delivery. DEECA's responses to each of the Commissioner's recommendations have been prepared for Ministerial consideration.	30/11/2023	
Department of Energy, Environment and Climate Action	Protecting Critically Endangered Grasslands	7	Yes		Complete	DEECA's review of its biodiversity-related output performance measures and departmental objective indicator in Budget Paper 3 (BP3), and their associated metadata, was completed in consultation with the Department of Treasury and Finance in December 2022. The review recommended: • retention of existing performance measures that report on hectares of revegetation and weed and pest animal control in locations identified with DEECA's decision-making tools as being 'priority locations'; • new output performance measures to provide broader reporting coverage across DEECA's biodiversity projects, programs and investment; and • a new objective indicator to enable reporting on the outcomes of DEECA's biodiversity activities for species' habitats and populations. The recommendations were approved by the Secretary and the Minister and included in BP3 for 2023-24. DEECA reviews its objective indicators and performance measures annually.	31/10/2022	
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	1	Yes		Complete		21/1/2022	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	2	Yes		Complete	<p>A draft indicator framework was developed and received final feedback from stakeholders and partners in May 2022. The structure of the framework and the selection of existing policy indicators was finalised in December 2022. Under the theme Biodiversity trends, the department considered 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.</p> <p>The DEECA engaged with research partners to design and develop a dedicated Victorian Biodiversity Index and worked with the research partners to test the use of the GRI for monitoring and reporting. This collaboration compared 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.</p> <p>The review of indicators has now been completed. The structure of the Biodiversity Indicator Framework and selection of existing policy indicators to address this recommendation was finalised in December 2022. DEECA will integrate these indicators into the new Biodiversity Indicator Framework under VAGO recommendation 4.</p> <p>DEECA engaged with research partners to design and develop a dedicated Victorian Biodiversity Index and worked with the research partners to test the use of the GRI for monitoring and reporting. This collaboration compared 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.</p> <p>The review of indicators has now been completed. The structure of the Biodiversity Indicator Framework and selection of existing policy indicators to address this recommendation was finalised in December 2022. DEECA will integrate these indicators into the new Biodiversity Indicator Framework under VAGO recommendation 4.</p>		21/12/2022
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	3	Yes		In progress	<p>DEECA will be guided by the new Biodiversity Indicator Framework (refer to VAGO recommendation 4) to better identify how to support the development and implementation of a targeted monitoring program to assess and evaluate species responses to management interventions.</p> <p>Feedback was received from stakeholders and partners on a draft indicator framework in May 2022. The structure of the framework and the selection of existing policy indicators was finalised in December 2022. DEECA has engaged with research partners to pilot analysis that may help guide the future approach. Work will continue to develop the approach and priorities for monitoring, assessing and evaluating responses to management interventions.</p>	30/11/2023	
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	4	Yes		In progress	<p>DEECA has reviewed the selected existing biodiversity policy indicators for incorporation into the new Biodiversity Indicator Framework. The inclusion of the selected indicators was finalised in December 2022. The list of indicators for inclusion has been refined from a set of over 90 to the most important indicators to monitor biodiversity following extensive consultation with internal and external partners. The list includes the addition of indicators being developed through the Victorian Biodiversity Index and validation of the Genetic Risk Index. Work will continue in early 2023 to develop new indicators to address gaps and monitoring within the Monitoring, Evaluation and Reporting Framework.</p>	30/06/2023	
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	5	Yes		In progress	<p>DEECA has published the first priority preparation list for action statements on the DEECA website at https://www.environment.vic.gov.au/_data/assets/pdf_file/0032/612986/Action-Statement-priority-100-preparation-list-2022-2023.pdf.</p> <p>The 2022-23 priority list includes 94 species and 6 ecological communities. This will be an annual exercise. The first 100 action statements are currently in preparation with expert consultation and will be published before 30 June 2023.</p> <p>DEECA is working on modernising the preparation, implementation and review of action statements in line with VAGO recommendation 5. This approach is currently in development in consultation with the Scientific Advisory Committee.</p>	30/06/2023	
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	6	Yes		Complete	<p>DEECA developed a ranked list of critically endangered species at extreme risk of extinction with a risk-based methodology in 2022. The ranked list was approved in December 2022.</p> <p>The ranked list has determined which critically endangered species most require a Specific Needs Assessment to identify actions required for species recovery. These assessments will be undertaken in 2023. The assessments will be used to quantify the resources required to implement the recovery actions and provide advice to government about level of funding required to protect and recover critically endangered species (see Recommendation 9).</p>		23/12/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	7	Yes		In progress	DEECA finalised a communication and engagement plan for the Biodiversity Knowledge Framework in December 2022. The plan is 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 has been 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. Materials for implementing the engagement plan are currently being developed.	30/06/2023	
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	8	Yes		In progress	DEECA has used the ranked list of critically endangered species developed as part of Protecting Victoria's biodiversity Recommendation 6 to undertake initial scoping to develop a plan that will provide a suite of actions required to improve the overall net outlook of threatened species. That planning exercise identified the following outputs and milestones for action by DEECA: • Draft a list of standardised threats and actions linked to threatened species; • Collect the measures of benefit for potential actions for species will be collected using expert elicitation; • Develop a costing framework for estimating funding required for non-standard actions will be developed; • Develop a policy and method for considering the benefit and cost-effectiveness of targeted actions for threatened species which aligns with Biodiversity 2037; • Provide advice to government on the investment required to improve the overall net outlook of threatened species.	30/11/2023	
Department of Energy, Environment and Climate Action	Protecting Victoria's biodiversity	9	Yes		In progress	Following the acquittal of recommendation 6 in December 2022, the department undertook initial scoping of what action would be required to acquit this recommendation. That exercise identified the following milestones for DEECA to meet in 2023: • Draft a list of standardised threats and actions linked to threatened species; • Measures of benefit for potential actions for species will be collected using expert elicitation; • A costing framework for estimating funding required for non-standard actions will be developed; • Develop a policy and method for considering the benefit and cost-effectiveness of targeted actions for threatened species which aligns with Biodiversity 2037; • Provide advice to government on the investment required to improve the overall net outlook of threatened species.	30/11/2023	
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	1	Yes		In progress	The comprehensive review of fuel management targets is continuing and is being delivered by the established Office of Bushfire Risk Management. This work will provide options to Government for new targets to guide DEECA's fuel management program and advice on a pathway to expand targets to all organisations with fuel management responsibilities. DEECA included information about the impact of fuel management (both burn and non-burn) treatments on bushfire risk into the Fuel Management Report. DEECA has included information on public and private land fuel management, based on available activity data, in the 2021-22 fuel management report (noting release was pending at time of this update). DEECA 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.	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	3	Yes		In progress	<p>To support the development of more holistic bushfire management planning DEECA has improved technical methods as part of the delivery of the Risk 2.0 project. The Risk 2.0 project was a broad-based work program to improve the data and models underpinning state-wide bushfire risk modelling tools. The project included development of an enhanced bushfire risk modelling framework that expands risk assessments to consider (i) probability of suppression success, and (ii) ignition likelihood (human and lightning). These enhancements are part of a broader continuous improvement and innovation program for bushfire risk modelling in Victoria. Longer term improvement opportunities to modelling include: i) improving the accuracy of the suppression effectiveness model, including collating incident data in a systematic way into a state-wide database and ii) Develop a methodology to link measures of ignition prevention to strategic planning.</p> <p>DEECA has also delivered a bushfire science, fire ecology and knowledge and predictive services strategic plan. This plan will identify priority investment areas for future work.</p> <p>To complete the closure of this recommendation DEECA is currently finalising a draft Standard Operating Procedure (SOP) for strategic planning. The SOP incorporates a range of bushfire risk treatments and has been developed in consultation with the sector. Work is also progressing to better understand the best combination of bushfire risk treatments and includes the following activities:</p> <ul style="list-style-type: none"> - updates to the strategic bushfire management planning standard operating procedure - working with the bushfire management sector to develop a common strategic bushfire management planning intent - developing tools and processes to enable evaluation of the effectiveness of suppression and ignition prevention activities 	31/05/2023	
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	4	Yes		Complete	<p>DEECA has conducted an evaluation of its Strategic Bushfire Management Planning process, which identified areas of innovation as well as improvement for strategic bushfire management planning. DEECA has prioritised these for state-wide implementation and implemented the highest priority actions. Many of these actions have been or are being delivered through major concurrent programs for example Risk 2.0.</p>		31/12/2022
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	5	Yes		Complete	<p>In response to recommendations made by VAGO for improved environmental and cultural values checking processes, DEECA has delivered an operational values checking processes implementation plan.</p> <p>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.</p> <p>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.</p>		31/12/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	6	Yes		In progress	<p>DEECA, Parks Victoria and the Country Fire Authority (CFA) (Safer Together Partners) continue to support Traditional Owners to deliver on their cultural burning aspirations.</p> <p>Currently DEECA is working with over 15 Traditional Owner Groups (TOGs) to deliver on The Victorian Traditional Owner Cultural Fire Strategy and to deliver on the individual groups' cultural burning aspirations. The funding and consequent employment of the Regional Cultural Fire Officers has increased the support for TOGs, assisting them with the planning and approvals requirements and partnering with them to build their skills and capacity and importantly to increase their participation in cultural burning practices. This work is critical in building capacity to increase cultural burning in future years.</p> <p>For the 2022/23 reporting period to date, 18 cultural burns have been delivered on DEECA and Parks Victoria managed land, this exceeds the number of burns delivered in previous years (previous high of 15).</p> <p>DEECA has established a Cultural Fire Community of Practice, with the aim to identify and remove barriers for Traditional Owners to participate in cultural burns. Initiatives from this group include improved processes for TOGs to access FFMVic databases, improved planning and mapping to meet cultural considerations and increased collaboration across agencies to deliver cultural burns across land tenure.</p> <p>It is projected that the number of cultural burns will continue to increase over the coming years, with an increased number of TOGs, progressing their burning aspirations. It is also projected that there will be an increased number of First Nations people gaining the required skills and training to participate in cultural burning.</p> <p>DEECA, 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.</p> <p>DEECA has increased its collaboration with Traditional Owner Corporations across a range of programs and projects, to directly support self-determination outcomes and to ensure appropriate engagement, consultation and involvement is occurring. This includes providing support to develop country level implementation plans for the Victorian Traditional Owner Cultural Fire Strategy. In the 2021/22 budget, DEECA secured \$22 million in funding to support Cultural Fire strategies, including where appropriate the reintroduction of cultural burning and has established a grant program to enable access to funding by Traditional Owner Corporations.</p> <p>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). DEECA is also considering how the Code can better align with Traditional Owner objectives outlined in the Cultural Fire Strategy. The remake of the Code has been extended to December 2024. This will allow the remake 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.</p> <p>DEECA is exploring opportunities to ensure an integrated approach to work with Traditional Owners to identify and embed their priorities into monitoring and research processes.</p>	30/06/2023	
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	9	Yes		Complete	<p>DEECA 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 scheduled. The information has been evaluated and a summary was publicly reported in Victoria's Bushfire Risk Fuel Management Report 2020-21. The report is publicly available on the DEECA website. The analysis of the information showed the data set needs expanding to include additional regional information outlining why burns were not delivered. The Chief Fire Officer, in the delivery directive (December 2021) stipulated regional reporting must occur daily to meet this recommendation down to the individual burn level.</p> <p>Through continuous improvement, enhancements within the existing Fuel Management System will be made to better understand the reason why a burn did not proceed or was postponed. This reporting module has been released for use. The resulting summary has been provided for the Victoria's Bushfire Risk Management Report 2021-22.</p>	21/12/2022	
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	10	Yes		In progress	<p>The Fuel Management System captures predictive cost of individual treatments. Actual expenditure can be monitored against predicted to evaluate cost and bushfire risk reduction effectiveness. DEECA also tracks program expenditure during the planned burn seasons to understand expenditure commitments in line with budget and inform resource decision making based on costs and burn opportunities. DEECA will continue to improve financial reporting improving our ability to track expenditure and provide for more informed resource decisions.</p>	31/07/2025	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	12	Yes		In progress	<p>To meet this recommendation, DEECA engaged experts from the University of Melbourne and La Trobe University. These engagements resulted in two reports specifically providing the evidence required to better address ecosystem resilience in the Bushfire Monitoring, Evaluation and Reporting Framework (BMERF). Details of the two reports are as follows:</p> <ol style="list-style-type: none"> The University of Melbourne report, Fire Ecology Strategy: Ecosystem Resilience Tool and Processes Review <ul style="list-style-type: none"> a) Provides an independent technical review of the underpinnings of DEECA'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 DEECA uses to measure and forecast ecosystem resilience. The La Trobe University report, Review of ecosystem resilience monitoring targets <ul style="list-style-type: none"> a) Outlines a review of existing metrics, and b) recommends improved metrics for ecosystem resilience <p>These reports provide DEECA with the evidence to better address ecosystem resilience in the BMERF expansion, as well as future VAGO actions to review fuel management targets, including outcomes level targets for ecosystem resilience.</p> <p>La Trobe University researchers are building on this work to provide advice on target setting that will enable DEECA to set quantitative, scalable outcomes-level targets for ecosystem resilience metrics, including regional targets.</p>	30/06/2023	
Department of Energy, Environment and Climate Action	Reducing Bushfire Risks	14	Yes		In progress	<p>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 (DEECA, Country Fire Authority, Parks Victoria, Emergency Management Victoria, Municipal Association of Victoria, Department of Transport, Fire Rescue Victoria, Bushfire Recovery Victoria and Local Government 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.</p> <p>The draft strategy will proceed through approvals and a final phase of community consultation before the final strategy is publicly released in mid-2023. 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.</p> <p>Additionally, DEECA is providing advice to Government on the matters specified in this recommendation as part of the implementation of the Government response to (Inspector General for Emergency Management) IGEEM's Inquiry into the 2019-20 Victorian Fire Season.</p> <p>DEECA 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 Government Areas and continuing research into behavioural insights to tailor information to land owners and users.</p> <p>DEECA and Department of Justice and Community Safety 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.</p>	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Rehabilitating Mines	1	Yes		In progress	<p>Earth Resources Regulation agreed management actions to achieve recommendation 1 Status: 7 of 11 actions have been completed. 3 actions 1.1(c), 1.2(g), and (f) are a progressive ongoing program to assess rehabilitation liabilities, review rehabilitation plans and set bonds and considered complete post 31 December 2022</p> <p>Completed actions are :</p> <p>1.1(a) Establish and maintain Earth Resources Regulation's capability and capacity to conduct rehabilitation liability assessments and set bonds for exploration², mine, quarry and other earth resources sites, subject to available funding.</p> <p>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.</p> <p>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 reported in department annual reports available on website</p> <p>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.</p> <p>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 (MRSDA). Further work is underway with respect to clarifying the application of the secrecy provisions under the MRSDA to quarry work authorities.</p> <p>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 payment of a fee.</p> <p>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.</p> <p>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. The inventory of rehabilitation bonds current held for all quarry, exploration, mine, petroleum, and other earth resource sites is available on Earth Resources website - Rehabilitation bond interactive dashboard</p> <p>1.1 (c)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</p> <p>1.2(f)Assess the rehabilitation risk for all exploration, mine, quarry and other earth resources sites, based on the Rehabilitation Risk Profile Guidelines.</p> <p>1.2 (g)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 1.1(a) above.</p>	30/06/2023	
Department of Energy, Environment and Climate Action	Rehabilitating Mines	3	Yes		In progress	<p>Earth Resources Regulation agreed management actions to achieve recommendation 3 Status: 1 of 3 actions have been completed. Two actions 3.1(b) and (c) are part of the progressive ongoing program outlined in recommendation 1 and considered complete post 31 December 2022</p> <p>Earth Resources Regulation 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.</p> <p>3.1(b)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 (c) below.)</p> <p>3.1(c)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.</p>	31/01/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Rehabilitating Mines	7	Yes		In progress	<p>Earth Resources Regulation agreed management actions to achieve recommendation 7 Status: 4 of 5 actions have been completed and 1 action requires an extension as the implementation of the thematic for a wider stakeholder group is expected to be held in August 2023</p> <p>Completed actions are:</p> <p>7.1(a) 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 Strategy 2018-2023 to examine the structure and governance of the regulator to ensure these are sufficiently robust to support leading regulatory practice.</p> <p>7.1(b) 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)</p> <p>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.</p> <p>7.1(b)iv. Sought the consent of authority holders to make their rehabilitation plans publicly available, in accordance with the relevant legislative provisions.</p>	28/05/2022	
Department of Energy, Environment and Climate Action	Rehabilitating Mines	8	Yes		In progress	<p>Earth Resources Regulation agreed management actions to achieve recommendation 8 Status: 2 of 4 actions have been completed and 1 action is complete post 31 December 2022 and 1 action the RMSVIC project requires an extension</p> <p>Completed actions are:</p> <p>8.1(a). Defined and established an Information and Data Strategy and implementation plan (with milestones and resourcing requirements), including an Information Quality Management System (IQMS) that demonstrates effective realisation of statutory requirements in the regulator's business process.</p> <p>8.1(b). Improved business intelligence tools (Power BI Dashboards) that ensure data driven decision making across different platforms.</p>	1/07/2022	
Department of Energy, Environment and Climate Action	Rehabilitating Mines	9	Yes		In progress	<p>8.1(c) Complete the Resource Rights Allocation and Management (RRAM) Data Quality Improvement Project Note: Machinery of government changes on 1 January 2023 moved former DELWP's Crown land management function and DJPR's earth resource regulation function into DEECA.</p> <p>The 2022-23 budget allocated \$6.568 million over three years to support the development of a state-wide management framework for abandoned and legacy mines on public land, for disbursement to the former DELWP and Department of Jobs, Precincts and Regions (now DEECA) and Parks Victoria.</p> <p>Project governance is fully operational, and detailed program and project plans have been completed and endorsed by the Project Control Group.</p> <p>A Joint Working Group is meeting weekly to progress work. A risk assessment matrix has been drafted, and a draft database has been developed that includes over 50,000 records of abandoned and legacy mine and quarry sites and features on Crown land. In addition, work on a risk register and options for future management of abandoned and legacy mines and quarries has commenced.</p> <p>DEECA and Parks Victoria will continue to work towards milestones in program and project plans, including:</p> <ul style="list-style-type: none"> undertaking a screening process to identify potential high-risk sites and features; preparing for field assessments; and further development of a risk register and scoping of options for the future management of former mines and quarries. 	31/12/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Rehabilitating Mines	10	Yes		Complete	<p>Note: Machinery of government changes on 1 January 2023 moved former DELWP's Crown land management function and DJPR's earth resource regulation function into DEECA.</p> <p>The joint DELWP/DJPR Memorandum of Understanding (MoU) for earth resource industries approvals consists of two parts: Head document and schedules.</p> <p>The Head document was approved by the Secretary to the former DELWP and the Associate Secretary to the former DJPR in August/September 2021.</p> <p>Seven priority schedules to the MoU were signed by the Secretary to former DELWP and DJPR's Acting Executive Director, Earth Resources Regulation in June 2022, acquitting the action in full:</p> <ul style="list-style-type: none"> • 1.1 – Mineral Exploration Work Approvals • 1.2 – Mining Industry Work Approvals • 1.3 – Extractive Industry Work Approvals • 1.4 – Abandoned Mines and Quarries • 1.5 – Rehabilitation Monitoring, Compliance, Management and Bond Return • 2.1 – Pre-Submission Process • 2.2 – Rehabilitation Approvals and Bond Setting <p>The machinery of government changes that established DEECA have rendered the head (relationship) document obsolete, however the schedules to the MoU establish officer level processes and remain valid and in force.</p> <p>In the next one to two years, it is proposed that these schedules will be recast as standard operating procedures or guidelines.</p>		29/09/2022
Department of Energy, Environment and Climate Action	Supplying and Using Recycled Water	1	Yes		Complete	<p>DEECA has been working with the water sector and Environment Protection Authority (EPA) to improve water education programs. Representatives from water corporations, local government, EPA, Agriculture Victoria, the Department of Health, VicWater and catchment management authorities participated in a DEECA led workshop to help identify gaps and opportunities to improve community engagement on recycled water. The findings from the workshop were then further explored and expanded through subsequent detailed work with stakeholders. The work included an evaluation of current approaches and successes of communication and education initiatives, as well as a detailed gap analysis to identify opportunities to support greater public knowledge of, and comfort with, recycled water use. The findings and recommendations from this work were developed, and stakeholders have committed to working collaboratively with DELWP (now DEECA) to finalise these and determine implementation options.</p> <p>DEECA has obtained Government and stakeholder committed to building community confidence in recycled water through Action 3.17 of the Central and Gippsland Region Sustainable Water Strategy (CGRSWS).</p> <p>DELWP developed this action in consultation with the Consultative Committee and the public through the Draft CGRSWS.</p>		23/12/2022
Department of Energy, Environment and Climate Action	Supplying and Using Recycled Water	3	Yes		Complete	<p>DEECA has developed an Integrated Water Management (IWM) Progress Report which was approved by the Minister and publicly released in March 2022. The Progress Report provides an overview of DEECA's IWM program including achievements to date and recent progress. It also includes case studies of IWM projects across the state that are currently underway or recently completed.</p>		28/04/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Energy, Environment and Climate Action	Supplying and Using Recycled Water	4	Yes		Complete	DEECA has worked with Environment Protection Authority (EPA), the water sector and Essential Services Commission (ESC) to clarify data reporting categories and identify opportunities to improve reporting. Several workshops with water corporations and the EPA were held to identify and analyse data improvements to provide greater clarity and granularity on recycled water use. The outcomes from those workshops fed into updating the formal government guidance documentation for collecting recycled water data from water corporations to clarify and improve reporting. This guidance (which is specified in the Essential Services Commission's Water Performance Indicator Definitions) was provided in May 2022 to water corporations, who reported against the revised data indicators for the 2021-2022 Victorian Water Accounts (which will be published mid 2023), and the Essential Services Commission's water performance reports. Key changes made to data reporting categories are detailed in the ESC's revised Water Performance Indicator Definitions document, which can be found on the ESC website: https://www.esc.vic.gov.au/water/sector-performance-and-reporting/water-performance-reports Key achieved reporting improvements include: a) more granularity on the urban/industrial use category as per VAGO's recommendation. The revised categories are domestic/residential, municipal, commercial and industrial use b) a new data category to differentiate between land-based recycled water use (eg for irrigation) and land-based discharges which have no productive purpose c) a new data category for the class of recycled water produced at each treatment plant d) a new data category to differentiate between ocean outfall discharges of treated sewage and inland water discharges	1/08/2022	
Department of Families, Fairness and Housing	Business Continuity During COVID-19	4	Yes		In progress	As part of the review process the Community Operations and Practice Leadership (COPL) Division have completed Business Impact Assessments (BIAs) for all program areas. The number of BIAs have increased slightly as more unique programs have been revealed as part of the review process. Business Continuity Plans (BCPs) have been developed for all program areas, with all plans either endorsed or at the final stages of endorsement. A comprehensive testing schedule of the BCPs will commence in July 2023. For the remaining divisions, BIA's will be performed in September 2023, following implementation of a new business continuity management IT system (BCMS) in July 2023. BCPs for remaining departmental divisions are scheduled to be completed by end of December 2023, as all divisions (excepting COPL) transition to the new BCMS. COPL BCPs will gradually transition to the new BCMS as part of the review cycle of the existing established BCPs.	31/12/2023	
Department of Families, Fairness and Housing	Business Continuity During COVID-19	6	Yes		Complete	A professional practice: Introduction to business continuity course was rolled-out to 28 DFFH staff responsible for BC activities in August 2022. To further embed BC capability across the department, a BC learning framework has been developed and the department is procuring an e-learning business continuity basics module for all staff to educate on BC basics. Further BC lifecycle training and BCMS specific training is being delivered between July and December 2023 to support transition to the new BCMS.	30/08/2022	
Department of Families, Fairness and Housing	Business Continuity During COVID-19	7	Yes		Complete	The DFFH Pandemic Plan was endorsed by the department's Executive Board on 29 November 2022. The plan was informed by lessons learnt from the COVID-19 pandemic and outlines the emergency management arrangements that the department will follow in the event of a pandemic. Next steps will be undertaken in early 2023 to finalise an implementation plan.	30/11/2022	
Department of Families, Fairness and Housing	Business Continuity During COVID-19	8	Yes		In progress	A standard operating procedure has been introduced to ensure that when a significant business continuity event occurs, a post-incident review is held and reported to executives. The procedure includes a severity matrix to guide which executive/forums the reports should be presented to. The template includes reporting against recovery time objectives (RTOs) and maximum tolerable periods of disruption (MTPDs). The procedure, in use now, will be integrated into the department's new Business Continuity Management System.	31/05/2023	
Department of Families, Fairness and Housing	Business Continuity During COVID-19	9	Yes		In progress	A post-incident review template has been developed for use when prioritised services are disrupted. This is embedded in a standard operating procedure for triggering a review, using the template, reporting to executives and completing actions arising. The template includes fields for recovery time objectives (RTOs), the maximum tolerable period of disruption (MTPD) and associated data. The template, procedure and lists of prioritised services will be updated and integrated into the department's new Business Continuity Management System, currently being introduced.	31/05/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	Grants to the Migrant Workers Centre	2	Yes		In progress	<p>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 six of these key recommendations including</p> <ul style="list-style-type: none"> - a departmental common certification script which ensures details of activities undertaken with public money are adequately declared in progress reports and acquittals - a DFFH grants management framework - the Grants HUB - a department specific Grants Management System - Grants360 - a grant management oversight tool for Directors - a tailored training suite for grant officers (ongoing) - an established Grants Policy team to improve staff capacity (ongoing) <p>The remaining recommendation requires an update to the Victorian Common Funding Agreement (VCFA). The work to complete these updates is underway and will deliver strengthened terms and conditions for grant funding on the use of public money for political purposes.</p> <p>This work has been delayed due to ongoing staffing shortages in the Inclusive Communities Branch where staff have been reprioritised to COVID-19 and Flood relief work. Steps are underway to transfer this work to Grants Policy to ensure completion.</p> <p>Updates to the VCFA must be completed before DFFH meets the VAGO Assurance Review recommendation in full. Noting any changes to the VCFA require WoVG endorsement, completion of this recommendation is scheduled for completion in 2023.</p>	29/12/2023	
Department of Families, Fairness and Housing	ICT Disaster Recovery Planning	3	Yes		In progress	<p>A comprehensive Disaster Recovery (DR) gap analysis was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the Information Technology Infrastructure Library (ITIL) Services team as part of their continuous improvement activities.</p> <p>There is an IT DR schedule for 2023 for all business applications that had previously been assessed as critical. Activities against this schedule are on track and will be completed by the end of June 2023. This includes reporting back on all DR testing to the Victorian Auditor-General's Office, as per their audit requirements.</p> <p>Common Corporate Support Branch (CCSB) has an IT DR coordinator and an annual planning and delivery process for DR as part of its continuous service delivery.</p> <p>As part of this service delivery, CCSB works with each department's Chief Information Officer (CIO) and relevant business owners, to determine investment in, and prioritisation of, strategies to implement or enhance DR for all business applications. This includes corporate applications that are now shared between the departments. This annual process and consultation activity is governed under the Department of Families, Fairness and Housing/Department of Health shared corporate services arrangement, and in particular, by the Shared Corporate Services Infrastructure and Communication Technology (ICT) Steering Committee which is co-chaired by the two departments' CIOs.</p> <p>The Information Technology Infrastructure Library (ITIL) services team within Common Corporate Service Branch (CCSB), hold group technical training sessions with respective application areas and service partners to ensure departmental technical skillsets are refreshed for new and existing employees.</p> <p>Wider advice and training requirements have been outlined in the Disaster Recovery gap analysis that was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the ITIL Services team as part of their continuous improvement activities.</p> <p>The schedule and curricula of these training sessions for the remainder of Financial Year 2022-2023 has been outlined in the 2022-23 ICT Disaster Recovery in DFFH/DH, and planning for the 2023-2024 schedule will begin in July 2023.</p>	30/06/2023	
Department of Families, Fairness and Housing	ICT Disaster Recovery Planning	4	Yes		In progress	<p>The Information Technology Infrastructure Library (ITIL) services team within Common Corporate Service Branch (CCSB), hold group technical training sessions with respective application areas and service partners to ensure departmental technical skillsets are refreshed for new and existing employees.</p> <p>Wider advice and training requirements have been outlined in the Disaster Recovery gap analysis that was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the ITIL Services team as part of their continuous improvement activities.</p> <p>The schedule and curricula of these training sessions for the remainder of Financial Year 2022-2023 has been outlined in the 2022-23 ICT Disaster Recovery in DFFH/DH, and planning for the 2023-2024 schedule will begin in July 2023.</p>	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	ICT Disaster Recovery Planning	11	Yes		In progress	<p>A comprehensive Disaster Recovery (DR) gap analysis was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the Information Technology Infrastructure Library (ITIL) Services team as part of their continuous improvement activities.</p> <p>There is an IT DR schedule for 2023 for all business applications that had previously been assessed as critical. Activities against this schedule are on track and will be completed by the end of June 2023. This includes reporting back on all DR testing to the Victorian Auditor-General's Office, as per their audit requirements.</p> <p>Common Corporate Support Branch (CCSB) has an IT DR coordinator and an annual planning and delivery process for DR as part of its continuous service delivery.</p> <p>As part of this service delivery, CCSB works with each department's Chief Information Officer (CIO) and relevant business owners, to determine investment in, and prioritisation of, strategies to implement or enhance DR for all business applications. This includes corporate applications that are now shared between the departments. This annual process and consultation activity is governed under the Department of Families, Fairness and Housing/Department of Health shared corporate services arrangement, and in particular, by the Shared Corporate Services Infrastructure and Communication Technology (ICT) Steering Committee which is co-chaired by the two departments' CIOs.</p>	30/06/2023	
Department of Families, Fairness and Housing	Kinship Care	1	Yes		In progress	<p>Planning has commenced for this recommendation which will include a review of KET - roles and responsibilities guidelines in consultation with Operational Divisions. This review will inform how "early identification for kinship networks" is defined in the context of Kinship Finding activities. Original target date adjusted to enable more thorough planning and implementation of agreed approach.</p>	31/12/2023	
Department of Families, Fairness and Housing	Kinship Care	2	Yes		In progress	<p>The re-developed Child Protection Induction program, (replacing Beginning Practice) is on track for delivery in 2023. The new program will include a module on kinship finding and the KETs. Further training programs will be developed for foundation, advanced and expert practitioners in key areas of practice, which will include ways to support, educate and promote the role of KETs. Finalising the new CP induction program is impacted by resourcing limitations, as well as the need to plan around CRIS enhancements and releases.</p>	31/12/2023	
Department of Families, Fairness and Housing	Kinship Care	3	Yes		In progress	<p>The original implementation action plan for this action indicated that the Child Protection Manual would be updated in line with this recommendation following a full review of the Kinship Care Model. Updates to the CP Manual will now be made based on the current model, and implemented during next quarter.</p>	30/09/2023	
Department of Families, Fairness and Housing	Kinship Care	4	Yes		In progress	<p>The data scoping activities have been completed. As a result of these activities, opportunities have been identified to develop a new data platform to facilitate the effective monitoring and reporting on a range of measures related to Kinship placements. The Kinship dashboard is due to be progressed for release by end of March 2024. The delay is attributed to competing priorities associated with planning and design work for a phased, multi-year delivery program to upgrade the department's Integrated Client and Case Management System.</p>	31/03/2024	
Department of Families, Fairness and Housing	Kinship Care	5	Yes		In progress	<p>A review of the Aboriginal Kinship Finding Service (AKFS) with ACCOs that use the service is underway. A forum was held with ACCOs and KEMS late 2022 to feedback ideas and experiences on the AKFS model. The Aboriginal Kinship Finding steering group (consisting of VACCA Kinship staff, KEMS and DFFH staff) meets fortnightly to consider enhancements of the Kinship Finding Service including: Referral Stream and Feedback loop, Data base, Connection to Mob, Data Sovereignty, Governance and Program Requirements, Communications and Community Engagement, Proposed Framework for the enhanced AKFS model. Delays have occurred due to the engagement and availability of stakeholders, staff changes and turnover. One on one consultation with ACCOs and completion of a questionnaire will support modelling of the findings and data and the final report is expected to be finished towards the end of 2023.</p>	31/12/2023	
Department of Families, Fairness and Housing	Kinship Care	6	Yes		In progress	<p>A review of the Aboriginal Kinship Finding Service (AKFS) with ACCOs that use the service is underway. A forum was held with ACCOs and KEMS late 2022 to feedback ideas and experiences on the AKFS model. The Aboriginal Kinship Finding steering group (consisting of VACCA Kinship staff, KEMS and DFFH staff) meets fortnightly to consider enhancements of the Kinship Finding Service including: Referral Stream and Feedback loop, Data base, Connection to Mob, Data Sovereignty, Governance and Program Requirements, Communications and Community Engagement, Proposed Framework for the enhanced AKFS model. Delays have occurred due to the engagement and availability of stakeholders, staff changes and turnover. One on one consultation with ACCOs and completion of a questionnaire will support modelling of the findings and data and the final report is expected to be finished towards the end of 2023.</p>	31/12/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	Kinship Care	7	Yes		In progress	<p>7.1: Reporting has been prepared on kinship assessment compliance and timeliness (for Kinship assessments A,B and C) and presented to Community Operations Practice Leadership Division performance governance, North, South, East, and West Executive Operations; and Executive Board meetings.</p> <p>An interactive data tool is also under development for regular monitoring of kinship assessment compliance and timeliness. This data tool will facilitate regular reporting going forward. Work has not yet commenced due to competing work priorities for this reason a revised implementation date has been included.</p> <p>In addition to the above, a function of the Care Support Help Desk is to ensure carers of children who are new to care receive a care allowance. A review of the child's CRIS file is completed to determine if the kinship parts A & B assessments are completed. Blockages are followed up with Child Protection teams.</p> <p>7.2: A process has been developed to enable the completion of Part A, B and C carer assessments to be monitored, and for the quality of those assessments, including the way carer support needs are addressed, to be audited. A CP194 Kinship Assessment Details Report will be developed, however the completion of this tool has been delayed due to competing priorities associated with planning and design work for a phased, multi-year delivery program to upgrade the department's Integrated Client and Case Management System. Expected completion date is currently end of August 2023.</p>	30/06/2024	
Department of Families, Fairness and Housing	Kinship Care	8	Yes		In progress	<p>Work has commenced to determine how best to improve processes for higher level care allowance for kinship carers, including consultation with Kinship Engagement Managers. A concept brief has been submitted for changes in the ICCMS higher level care allowance form. This recommendation forms a part of a broader piece of work to improve policy and procedure for Care Allowances that will coincide with the release of a new Enterprise Payment Platform and the data reconciliation work being completed for this integration.</p> <p>Original target date has been adjusted due to competing policy work, the impact of resourcing restraints and to ensure we achieve the outcomes required for the recommendation.</p>	31/03/2024	
Department of Families, Fairness and Housing	Kinship Care	9	Yes		In progress	<p>9.1: Reporting has been prepared on kinship assessment compliance and timeliness (including referrals to First Supports) and presented to Community Operations Practice Leadership Division performance governance, North, South, East, and West Executive Operations and Executive Board meetings.</p> <p>An interactive data tool is also under development for regular monitoring of kinship assessment compliance and timeliness and referral to First Supports. This data tool will facilitate regular reporting going forward. In addition to the above, a function of the Care Support Help Desk is to determine whether all eligible children (new to care) have a First Supports referral. Follow up discussions occur with Child Protection to ensure referrals for service are submitted.</p> <p>9.2: Scoping of available data sources for monitoring and reporting has been undertaken, whereby initial reporting as above has been presented to Executive teams. (Completed on 7/2/2023)</p>	30/06/2024	
Department of Families, Fairness and Housing	Kinship Care	10	Yes		In progress	<p>Planning has commenced for this recommendation. Review of program logic (inputs, activities and outcomes measures) will be undertaken. Review will also focus on data sources currently available and/or required to measure outcomes. Original target date adjusted to enable more thorough planning and implementation of agreed approach. Kinship care program performance metrics will be accommodated within the Department's outcomes framework refresh program of work.</p> <p>This is dependent upon completion of recommendation 10 which is currently under way.</p>	31/12/2023	
Department of Families, Fairness and Housing	Kinship Care	11	Yes		Not started		30/06/2024	
Department of Families, Fairness and Housing	Kinship Care	12	Not applicable		Discontinued	<p>The department conducted a carer survey in 2021 as part of the carer strategy, aimed at understanding the needs and experiences of carers to improve policy and services available. Census surveyed 1,788 carers. Survey differentiated results for different types of carers. The department does not currently have any carer surveys planned, and proposes to finalise this action. The department is committed to ensure that future surveys differentiate between care types. The department has recently (October 2022) established the Care Support Help Desk, which provides phone line support to carers (kinship and foster carers). The department intends an evaluation of the Help Desk which will differentiate results for different types of carers.</p>		

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	Maintaining the Mental Health of Child Protection Practitioners	7	Yes		Complete	<p>Momentum towards acquitting this recommendation was impacted when agreement to implement a Children's Court Code of Conduct could not be reached (see 4 below). This work was recalibrated in 2022 following the reopening of the Children's Court with the Commencement of the Specialist Children's Court Working Group (Working Group) (see 5 below). Work that has been undertaken to acquit this recommendation includes:</p> <ol style="list-style-type: none"> 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/SteerAges/Child-Protection-Practice-Resources.aspx https://forms.office.com/Pages/ResponsePage.aspx?id=H2DgwKwPntESckEExOUkMk7JpJQjGonDRKMS SRUE5F5VBZNFES1hDODBaUkFGTUG5UMzQy4u&wdLOR=c951886C6-4BF6-4010-A17F-43CBBEAFD8AB 4. In a meeting between the then 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. Similarly, the President declined to participate in a Working Group established by DFFH in October 2022 that aims to strengthen collaboration, cooperative relationships and safety for all Children's Court users, although the President has indicated support for the Working Group (see 5 below). 5. The department has led on the creation of the Working Group, established in the second half of 2022 with a first meeting in November 2022, to strengthen collaboration, cooperative relationships and safety for all Children's Court users. The Working Group brings together key legal stakeholders including VLA, VALS, VACCA, Women's Legal Service, Children's Court Bar Association, Children's Court Private Practitioners' Association, the LIV Children & Youth Issues Committee, Law and Advocacy Centre for Women and the Loddon Campaspe Community Legal Service. The work of the group is ongoing with the next step being to bring together emerging themes and opportunities for improvement into an action plan. The Group will seek support from the President for implementation of the action plan. 6. The department has engaged with the Judicial Commission of Victoria on the development of a judicial bullying guideline that was published on 24 May 2023. The guideline provides a clear standard of behaviour for Victorian judicial officers and a clear pathway for complaint. This is a key step forward towards preventing and addressing judicial bullying and promoting positive judicial behaviour. The guideline, together with consultation Summary Paper published by the Commission, also underline the importance of judicial leadership in promoting a positive and safe culture and behaviours by and for all court users. During the next quarter, the department and Working Group will bring together this material, along with the Working Group action plan to re-engage with the President on joint work to strengthen collaboration and safety at the Children's Court. 7. There is also regular engagement between the Department and the Children's Court including President and his Strategic Advisor, including engagement with the Chief Practitioner, OPP as necessary and on a regular basis. The President also meets with the Secretary, Deputy Secretary (COPJ) and Chief Practitioner on a monthly basis. There is also a monthly interface meeting that occurs between the department, VLA and the Statewide CPLO. 8. Additionally, there is now an agreed approach to raise individual concerns and complaints with the Children's Court. 9. The department is taking steps to upskill and build the capacity of Child Protection Practitioners in court preparation and appearance, thus building their resilience and improving their experience in court. Actions include reviewing the induction program for new Child Protection Practitioners, including the court component of the program, and developing a court readiness training program (including moot courts) for Child Protection Practitioners. 		31/03/2023

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	10	Yes		Complete	<p>The Grants Policy team has worked across DFFH to develop a practical and user friendly grants management framework that guides grant practice at DFFH, in line with Better Grants by Design. This site - the DFFH Grants Hub - was launched in July along with the DFFH Grants360 grant management system and noted by the DFFH Secretaries board in September 2022.</p> <p>The DFFH Grants Hub provides best practice grants management policy for the department, and formalises the steps required when delivering grants. Policy embedded in the DFFH Grants Hub responds directly to recommendations from the DFFH Grant Practice Review, VAGO and departmental audits. To meet the department's obligations under audit recommendations, the DFFH Grants Hub has been developed to provide clear guidance detailing:</p> <ul style="list-style-type: none"> - minimum standard due diligence checks at point of application and throughout the grant lifecycle - risk thresholds for enhanced due diligence in contracting and monitoring - clear and standardised requirements in recipient reporting and expectations when requesting and reviewing documentation - clear guidance on conflict of interest reporting and management in grants administration - specific guidance highlighting risks of grant programs to individuals and mechanisms available to minimise fraudulent applications. <p>The grants management system, Grants360 includes updated features that support risk management and record keeping. This includes a specific risk assessment tool applied to all non-contested grants and a prompt to complete a conflict of interest on all grants assessments.</p> <p>The Integrity Unit has analysed all the Covid-19 grant programs to identify any gaps in their controls or administrative processes that lead to risks of fraud, corruption or waste, and is taking some final steps to address the small number of programs assessed as higher risks.</p>		30/09/2022
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	11	Yes		Complete	<p>Management actions specified at tabling still relevant. Completed as part of the ongoing budget management process.</p>		13/12/2022
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	15	Yes		Complete	<p>Regular COVID reporting has been established and continues noting COVID expenditure is now BAU or has lapsed.</p>		31/03/2023
Department of Families, Fairness and Housing	Management of spending in response to COVID-19	16	Yes		Complete	<p>Statewide rollout of The Orange Door is now complete, with The Orange Door operational across all 17 Department of Families, Fairness and Housing areas.</p> <ul style="list-style-type: none"> • The Plan outlining the transition from foundational service model to the full service model as outlined in the Support and Safety Hub Statewide Concept has been completed. 		31/03/2023
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	1	Yes		Complete	<p>Family Safety Victoria funded four peaks (Safe and Equal, No to Violence, Sexual Assault Services Victoria, and the Centre for Excellence in Child and Family Welfare) to highlight best practice in integrated and interdisciplinary approaches across The Orange Door and confirm these through cross sector forums and the Outcomes, Practice and Evidence Network (OPEN). This project will be finalised in June 2023.</p> <ul style="list-style-type: none"> • FSV provides The Orange Door partner agencies with details and guidance regarding integration of service delivery in practice. This has included publishing operational guidance that enables integrated practice to be consistently embedded in The Orange Door, that considers clients as part of a holistic, integrated service response, and guidance for information sharing to support practitioners to share information across core agencies. The statewide practice leaders support the development and implementation of operational guidance at the local level. • FSV has revised The Orange Door Induction Program which includes a greater focus on developing staff knowledge, skills and confidence for delivery of co-ordinated and integrated services, whole-of-family approaches. • Comprehensive MARAM training is delivered to The Orange Door workforce. The training reinforces the responsibilities of staff in alignment with MARAM and builds integrated practice capability. 		31/03/2023
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	2	Yes		In progress	<p>Statewide rollout of The Orange Door is now complete, with The Orange Door operational across all 17 Department of Families, Fairness and Housing areas.</p> <ul style="list-style-type: none"> • The Plan outlining the transition from foundational service model to the full service model as outlined in the Support and Safety Hub Statewide Concept has been completed. 	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	3	Yes		In progress	<ul style="list-style-type: none"> In consultation with The Orange Door practitioners, Hub Managers, sector representatives, service partners, and lived experience experts. The Orange Door Induction program was updated with the revised program delivered from February 2023. A continuous improvement approach is being implemented to ensure the Induction program is regularly updated and responding to feedback. There are additional training activities post induction being developed and delivered including LGBTQIA+ inclusive practice, Disability inclusive practice and leading practice for The Orange Door Leadership Group. The Learning Management System has been implemented to support delivery and monitoring of completion. Practice Leaders deliver reflective practice responding to identified practice issues. 	30/06/2023	
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	4	Yes		In progress	<ul style="list-style-type: none"> To strengthen Cultural Safety in The Orange Door, funding was provided to nominated local Aboriginal Community Controlled Organisations (ACCOS) to support implementation of an Aboriginal led Cultural Safety framework and training across The Orange Door. Four Strengthening Cultural Safety Training modules have been developed and tailored to the local context by the Cultural Safety Project Leads. Cultural Safety Project Leads have been recruited to all The Orange Door areas. They will lead the training and have commenced cultural safety audits and action planning. Training has commenced and further work has included: <ul style="list-style-type: none"> o train the trainer with the Cultural Safety Project Lead o the Cultural Safety Assessment with the Hub Leadership Group The Child Wellbeing Assessment Tool has been developed. The tool includes fields relating to integrating the knowledge, advice and support of community-based child protection into child wellbeing assessments. The Centre for Excellence in Child and Family Welfare (CFEFCW) has been funded in 2022/23 and 23/24 to support the development and implementation of the statewide child wellbeing assessment tool. Testing of the tool will commence in June across multiple sites prior to statewide roll out in September 2023. The Child Wellbeing project will also deliver eight practice guides to build the capacity of The Orange Door practitioners to work with children and young people. FSV has funded additional Community Based Child Protection Practitioners (CPP4) for each The Orange Door to support triaging of referrals and to support staff in working with children and young people. There is operational guidance to support practitioners to understand the role and function of community based child protection and when to consult about a child or young person. Child and Young Person Practice Leader roles have been introduced in every The Orange Door area to lead the delivery of high quality and effective services to children and young people. 	30/06/2023	
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	5	Yes		In progress	<ul style="list-style-type: none"> A baseline approach is in place for measuring demand related to both cases awaiting and timeliness, with these measures included in regular service delivery reporting. The Orange Door Client Relationship Management (CRM) system has been updated to monitor clients awaiting a response due to capacity issues at external services. Each The Orange Door area has an active engagement queue that allows practitioners and team leaders to monitor and support clients until there is capacity in the system to accept the allocation. The Orange Door Performance Framework has been finalised, including performance expectations, indicators and measures to be monitored. The Orange Door Performance Framework provides a mechanism to monitor how The Orange Door is performing to deliver the statewide service model and improve client and system outcomes. 	30/06/2023	
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	6	Yes		In progress	<ul style="list-style-type: none"> The Orange Door Performance Framework has been finalised, including performance expectations, indicators and measures to be monitored. The Orange Door Performance Framework provides a mechanism to monitor how The Orange Door is performing to deliver the statewide service model and improve client and system outcomes. 	30/06/2023	
Department of Families, Fairness and Housing	Managing Support and Safety Hubs	7	Yes		In progress	<ul style="list-style-type: none"> The Orange Door Performance Framework has been finalised, including performance expectations, indicators and measures to be monitored. The Orange Door Performance Framework provides a mechanism to monitor how The Orange Door is performing to deliver the statewide service model and improve client and system outcomes. 	30/06/2023	

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Department of Families, Fairness and Housing	Managing Support and Safety Hubs	8	Yes		In progress	<ul style="list-style-type: none"> Family Safety Victoria has implemented the following CRM enhancements to allow data collection and monitoring of the three measures: <ul style="list-style-type: none"> Quality: The CRM enhancements are aligned to the release of operational guidance so that they support best practice. Data collected in the CRM enables reporting against the Performance Framework. The quality of data collection has been improved through the introduction of mandatory fields and the use of auto population of data from one area of the CRM to another, and between the CRM and integrated systems, including the Central Information Point and Tools for Risk Assessment and Management (TRAM). Timeliness: Timeliness reports are available in Power BI that use CRM data to report on agreed timeliness measures including being able to track the timeliness of the client journey from referral through to case closure. The three timeliness measures include 'referral' to 'assignment', 'assignment' to 'closure' and 'referral' to 'closure'. Outcomes: CRM data captures whether needs have been met by The Orange Door or resulted in engagement with the service system. Enhancements to the CRM have also been made that will allow for the recording of outcomes of referrals from The Orange Door. This will include information where a referral was not accepted/completed due to capacity. Paper and online surveys are available for people who access The Orange Door and this data is reported. The second evaluation of The Orange Door is currently in progress focused on the client experience. The Orange Door data is also used in annual reporting on the Family Violence Outcomes Framework. 	30/06/2023	
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	1	Yes		Complete	The Department of Families, Fairness and Housing annually 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 were included in the 2022-23 Budget Paper 3 in May 2022.		3/05/2022
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	2	Yes		Complete	The Department of Families, Fairness and Housing annually reviews and updates its performance statement. Revised objectives, indicators, outputs and performance measures were included in the 2022-23 Budget Paper 3 in May 2022. Objectives and objective indicators are consistent with the department's Outcomes Framework, and objective indicator results published in the DFFH Strategic Plan 2022-23 in August 2021 and DFFH Annual Report published in September 2022. Outputs have been linked with departmental objectives and objective indicators. Output changes have been considered as part of the review process, including those which are large and/or heterogeneous 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. The department continues to improve the mix of its measures over time.		21/09/2022
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	3	Yes		In progress	The Department of Families, Fairness and Housing annually reviews and updates its performance statement. The development of output performance measures that use unit costing to measure service efficiency will continue to be considered as part of annual output performance measure reviews.	31/12/2024	
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	10	Yes		Complete	The Department of Families, Fairness and Housing analysed output performance results that varied by more or less than 5% in the 2021-22 DFFH Annual Report published in September 2022.		21/09/2022
Department of Families, Fairness and Housing	Measuring and Reporting on Service Delivery	11	Yes		Complete	The Department of Families, Fairness and Housing completed an up-to-date data dictionary for performance measures in November 2022 as part of an annual review. The department will continue to review existing measures in its data dictionary and update with new measures as part of the annual output performance measure reviews.		1/11/2022
Department of Families, Fairness and Housing	Personnel Security: Due Diligence Over Public Service Employees	10	Yes		Complete	The department's pre-employment screening policy identifies that the department reserves its right to complete checks as required and based on a risk assessment of the roles and expectations. Further to this, any staff member moving into a client facing role will have checks undertaken along with any existing staff member that does not have a record of a check being completed on file.		31/03/2023
Department of Families, Fairness and Housing	Personnel Security: Due Diligence Over Public Service Employees	11	Yes		Complete	DTF confirmed that the SPC on-hire contract includes more information and expectations regarding safety screening for labour hire. The department's current policy is clear in relation to pre-employment screening requirements for client facing and/or direct care roles.		31/03/2023

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Families, Fairness and Housing	Reducing the harm caused by gambling	8	Yes		In progress	The primary responsibility for this recommendation sits with DJCS. DJCS has actioned and closed this recommendation. FSV has worked with VRGF to ensure gambling help services are considered as part of work between The Orange Door and financial counselling services	5/05/2023	
Department of Families, Fairness and Housing	Security of Government Buildings	9	Yes		Complete	1) Develop physical security policy. Completed by former DHHS and now being updated. (Complete and ongoing) 2) Physical security incident reporting. Incidents can be reported in eDINMAR which is system to report OHS incidents and workplace hazards. (Complete) 3) Security training and monitoring of completion rates. Scheduled incident response training provided at suburban and regional offices with external provider. Mandatory eLearn and procedures guide. (Complete and ongoing) 4) Implement and enforce clean desk policy. Implemented centrally through move to flexible desk allocation and hybrid ways of working. Site specific regional arrangements enforced by local line management. (Complete) 5) Regular security planning and risk assessment. Security site assessment report commissioned by former DHHS and completed in 2020. Updated assessments will be completed in 2023/24. (Complete and ongoing)	31/03/2023	
Department of Families, Fairness and Housing	Security of Government Buildings	11	Yes		In progress	Consultation draft of design standards for accommodation planning and office refurbishment presented to Physical Environment Security Advisory Group in May 2023. In principle endorsement with document scheduled for completion by 30 June 2023 which will be shared with the Shared Services Provider.	30/06/2023	
Department of Families, Fairness and Housing	Victoria's Homelessness Response	2	Yes		In progress	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.	30/09/2023	
Department of Families, Fairness and Housing	Victoria's Homelessness Response	11	Yes		Complete	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 homelessness systems evaluation final report has been completed in the final quarter of 2022.	31/12/2022	
Department of Families, Fairness and Housing	Victoria's Homelessness Response	13	Yes		Complete	Management actions specified at tabling still relevant. Action update: -The homelessness systems evaluation final report has been completed in the final quarter of 2022.	31/12/2022	
Department of Government Services	Management of spending in response to COVID-19	4	Yes		Complete	Note: Following the Machinery of Government changes which took effect on 1 January 2023, the responsibility and resources for this recommendation has transferred from the Department of Treasury and Finance to the Department of Government Services (DGS). The 'Governance - goods and services' policy was gazetted on 14 July 2022 and included an 'Emergency Procurement' section (revising and relocating the former 'Critical Incidents policy' section from the 'Market Approach: goods and services' policy). Guidance and an 'Emergency Procurement Plan template were also prepared and are published on the Buying for Victoria website. Recommendation 4.2 - Partially agreed - The Victorian Public Sector Commission (VPSO) is the owner of the Administrative Guidelines on Engaging Professional Services. The Victorian Government Procurement Board (VGPB) has ensured that the requirement for departments to abide by the VPSO Guidelines when applying the Market Approach: goods and services policy has been communicated.	14/07/2022	

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Department of Government Services	Management of spending in response to COVID-19	7	Yes		Complete	Note: Following the Machinery of Government changes which took effect on 1 January 2023, the responsibility and resources for this recommendation has transferred from the Department of Treasury and Finance to the Department of Government Services (DGS). Due to the changes in non-Health Whole of Victorian Government (WoVG) demand and market conditions, and the Department of Health (DH) exploring alternatives around the integration of PPE procurement and supply chain management under HealthShare Victoria (HSV), it was agreed on 12 October 2022 that there is no longer a need for the PPE (non-health) State Purchase Contract (SPC).	12/10/2022	
Department of Government Services	Security of Government Buildings	1	Yes		In progress	Note: Following the Machinery of Government changes which took effect on 1 January 2023, the responsibility and resources for this recommendation has transferred from the Department of Treasury and Finance to the Department of Government Services (DGS). DPC has confirmed they will undertake the role of Lead Agency to deliver a state-wide security policy. DGS recommends that this recommendation be transferred to DPC for future updates and/or closed for DGS.	31/12/2023	
Department of Government Services	Security of Government Buildings	2	Yes		In progress	Note: Following the Machinery of Government changes which took effect on 1 January 2023, the responsibility and resources for this recommendation has transferred from the Department of Treasury and Finance to the Department of Government Services (DGS). DGS' finalisation of the latest Victorian Government Office Accommodation Fitout Guidelines is progressing and has a dependency on the approval of the draft DGS Office Accommodation Security Framework (see item A005336091) to close this recommendation. SSP is currently finalising the draft Security Framework following consultation with relevant stakeholders.	31/12/2023	
Department of Government Services	State Purchase Contracts	9	Yes		Complete	Note: Following the Machinery of Government changes which took effect on 1 January 2023, the responsibility and resources for this recommendation has transferred from the Department of Treasury and Finance to the Department of Government Services (DGS). A risk-based assessment of potential contract leakage is now integrated as part of business as usual practices. An ongoing update of leakage checking is prepared on a quarterly basis. All departments have been provided with a dashboard of their accounts payable data to enable teams to undertake their own analysis.	14/06/2023	
Department of Health	Business Continuity During COVID-19	3	Yes		In progress	Completion of this action is contingent on the procurement of a business continuity management system. In 2022, Public Health (PH) worked with the Department of Families, Fairness and Housing (DFFH) to procure a business continuity management system, which is due to be implemented on 13 February 2023. PH and DFFH have ensured that the system specifications include the specified VAGO requirements.	30/04/2024	
Department of Health	Business Continuity During COVID-19	4	Yes		In progress	The completion of this action is dependent on successful configuration of the system, and completion of the BIA for all divisions.	30/09/2024	
Department of Health	Business Continuity During COVID-19	5	Yes		In progress	The completion of this action is contingent on: • the recruitment of a Business Continuity Manager, and • the purchase of a business continuity IT system The Business Continuity Manager is due to commence in the Department in February 2023 and an IT system has been procured (jointly with the Department of Families, Fairness and Housing). This implementation of this action is to commence immediately upon the commencement of the Business Continuity Manager.	29/11/2024	
Department of Health	Business Continuity During COVID-19	6	Yes		In progress	The completion of this action is contingent on: • the recruitment of a Business Continuity Manager, and • the purchase of a business continuity IT system The Business Continuity Manager is due to commence in the Department in February 2023 and an IT system has been procured (jointly with the Department of Families, Fairness and Housing).	29/11/2024	
Department of Health	Business Continuity During COVID-19	7	Yes		In progress	Public Health is drafting the standalone business continuity pandemic plan in alignment with the State Viral Pandemic Sub-Plan.	28/02/2024	
Department of Health	Business Continuity During COVID-19	8	Yes		In progress	The completion of this action is contingent upon the procurement of a business continuity management system. In 2022, Public Health worked with the Department of Families, Fairness and Housing to procure a business continuity management system, which is due to be implemented on 13 February 2023. PH and DFFH have ensured that the system specifications include the specified VAGO requirements.	30/11/2023	

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Department of Health	Business Continuity During COVID-19	9	Yes		In progress	The completion of this action is contingent on the recruitment of a Business Continuity Manager. This recruitment process was undertaken in 2022, but was delayed by administrative requirements, process delays (e.g. failure to find a suitable candidate in the first round) and natural disasters, including floods, which diverted staff members from their business-as-usual activities. A Business Continuity Manager is scheduled to commence in February 2023. The new Business Continuity Manager will initiate this action immediately on commencing in the role.	30/11/2023	
Department of Health	Child and Youth Mental Health	5	Yes		Complete	VAGO recommendations and Departmental actions were superseded by findings of the Royal Commission into Mental Health and subsequent Departmental implementation plans; specifically recommendation to develop a mental health and wellbeing workforce strategy and a workforce capability framework. (Recommendations 57 and 58). The first Mental Health and Wellbeing Workforce Strategy and Capability Framework was released in December 2021, completing this action.		31/12/2021
Department of Health	Clinical Governance: Department of Health	1	Yes		In progress	The Steering Committee and Working Group for the Victorian Health Accountability Framework are progressing this work, in conjunction with SOV.	30/06/2023	
Department of Health	Clinical Governance: Department of Health	2	Yes		In progress	<ul style="list-style-type: none"> The Capability Frameworks Steering Committee has met three times and approved the implementation of the governance structure, project documentation (project plan, risk register, communications plan) and examined the process of the maternity and newborn capability framework implementation. Delivery partners and roles and responsibilities have been agreed. The Expert Advisory Group for the Surgery and procedural, and Anaesthetics framework has commenced, and has met three times. There is strong group support to merge the two frameworks into a single "Perioperative" capability framework which has required significant reworking of the documentation. Release date is now scheduled for June 2023 There has been significant delays to the engagement of a provider for a digital solution to collect, analyse and store the self-assessment data for ongoing performance management and risk mitigation. This will be reviewed as an urgent priority in Jan 2023. 	30/06/2023	
Department of Health	Clinical Governance: Department of Health	3	Yes		In progress	<ul style="list-style-type: none"> The Capability Frameworks Steering Committee has met three times and approved the implementation of the governance structure, project documentation (project plan, risk register, communications plan) and examined the process of the maternity and newborn capability framework implementation. Delivery partners and roles and responsibilities have been agreed. The Expert Advisory Group for the Surgery and procedural, and Anaesthetics framework has commenced, and has met three times. There is strong group support to merge the two frameworks into a single "Perioperative" capability framework which has required significant reworking of the documentation. Release date is now scheduled for June 2023 There has been significant delays to the engagement of a provider for a digital solution to collect, analyse and store the self-assessment data for ongoing performance management and risk mitigation. This will be reviewed as an urgent priority in Jan 2023. 	30/06/2023	
Department of Health	Clinical Governance: Department of Health	4	Yes		In progress	<ul style="list-style-type: none"> A workshop was held in December 2022 to review current processes. Engagement with key stakeholders to improve processes continues. Work for this recommendation is part of the review and development of a new Victorian Health Services Performance Monitoring Framework. A refreshed Performance Monitoring Framework has been developed and further work is underway on a much broader redevelopment of the Accountability Framework over the next 12 months The Adverse Patient Safety Events policy document review is underway and includes reference to all clinical incidents. 	30/06/2023	
Department of Health	Clinical Governance: Department of Health	5	Yes		In progress		31/03/2023	
Department of Health	Clinical Governance: Department of Health	6	Yes		In progress	The development of the guideline is underway. The 2021/22 Sentinel Event Annual Report is in draft version currently for stakeholder comment.	31/03/2023	

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Department of Health	Clinical Governance: Department of Health	7	Yes		Complete	In March 2022, VAHI published the Victorian Health Incident Management System Minimum, Dataset Data Dictionary and Manual (https://vahi.vic.gov.au/ourwork/datasets/vhims-minimum-dataset) and established a regular VHIMS Health Services Forum in June 2022 to support health services in understanding and complying with the VHIMS reporting requirements. Although the achievement of daily incident reporting from health services is still in progress, implementation barriers are largely technical and/or related to workforce capacity (as opposed to consistency and knowledge of reporting requirements). VAHI has commissioned a sector-led project to work with third party vendors and health services to ensure that local incident management systems are compliant with the VHIMS Data Dictionary and utilise automated data transmission to reduce manual reporting burden. It is expected that technical enhancements to support daily incident reporting will be in place by June 2023.		31/12/2022
Department of Health	Clinical Governance: Department of Health	8	Yes		In progress	In parallel with work to implement technical system enhancements that will facilitate provision of near-real-time incident data from health services, VAHI has developed an interim reporting dashboard to assess the quality and completeness of data being submitted to VHIMS; in consultation with SCV and DH developed an interim dashboard to support visibility of incidents occurring in Victorian public and community health services by these areas based on available data; and developed a report outlining how incident data submitted by in-scope Victorian public and community health services through the VHIMS minimum dataset will be used, reported and shared by DH to improve the safety of patients and staff at our health services. Future strategy includes the development of an early warning system once near-real-time incident data is available (from 1 July 2023) to support identification of potential or emerging patterns of risk or underperformance across the Victorian health system.	30/06/2024	
Department of Health	Clinical Governance: Department of Health	9	Yes		In progress	The final process will be communicated across SCV and in place by 31 March 2023. SCV are investigating the option to have more regular, themed reports on preventable harm incidents that could be shared with the sector to prevent further incident.	31/03/2023	
Department of Health	Clinical Governance: Department of Health	10	Yes		Complete	Clauses have been added to the new VASM contract to work on improved data sharing arrangements between VASM and SCV. Moreover changes have been made to the Qualified Privilege (QP) scheme for VPCC to access VASM cases. VASM-VPCC subcommittee have been formed which reviews complex cases and VPCC to do a multidisciplinary review of the same.		2/06/2022
Department of Health	Clinical Governance: Department of Health	11	Yes		In progress	DH is in contact with VMA to reinstate regular information sharing arrangements to utilise the information to monitor and assess quality and safety risks in Victorian health services.	31/03/2023	
Department of Health	Clinical Governance: Department of Health	12	Yes		In progress	A new analytics strategy was signed off by the Executive Board in December 2021, however the analytic capability uplift program has critical dependency on the appointment of a DH Chief Analytic Officer. VAHI completed the Clause 11 process, and a new structure went live in December 2022. The new structure includes the establishment of an Analytics Branch led by a Chief Analytics Officer (CAO). The recruitment process is underway to appoint the CAO and is expected to be completed by June 2023.	30/06/2023	
Department of Health	Clinical Governance: Department of Health	13	Yes		Complete	The department developed and released a VAHI stakeholder engagement strategy in April 2022, outlining how VAHI would improve its stakeholder engagement to clearly identify their needs. The strategy is supported by tools including a stakeholder map and matrix, engagement register and engagement diary. Implementation included establishment of a divisional SharePoint site and staff training.		27/10/2022
Department of Health	Clinical Governance: Department of Health	14	Yes		In progress	The digital transformation of VAHI's reporting products is underway. The Hospital Acquired Complications Dashboard and the Maternity and Newborn Safety Dashboard have been released to authorised users and the Health Services Performance Monitoring Dashboard Interactive monitor is now available to health services, including a deep dive capability around Emergency Department metrics. Projects to digital transform quality and safety reporting to Boards and Private Hospitals are currently in flight. Design work in collaboration with Safer Care Victoria's Quality and Safety Signals group continues to refine and prioritise the development of metrics that will ultimately lead to a comprehensive Quality and Safety digital dashboard for Victoria. A Relationship Manager role has been established under the Chief Analytics Officer to document stakeholder requirements and support stakeholders in the use of VAHI's digital products for monitoring and risk identification. In addition, VAHI has established its Analytics Fellows program to work with sector experts to improve quality and safety reporting and progress development of risk adjustment methodologies.	30/06/2023	

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Department of Health	Clinical Governance: Department of Health	15	Yes		Complete	VAHl's comprehensive review of all quality and safety indicators is complete. The results of the review have influenced VAHl's digital transformation roadmap, which is currently in flight. Work to prioritise development of new indicators and products to meet stakeholder needs is ongoing. A key accountability of VAHl's new Relationship Manager position (established under the Chief Analytics Officer as part of the VAHl organisation transformation which came into effect on 6 December 2022) will be to monitor stakeholder needs and consistently assess whether VAHl's reporting solutions are meeting those needs. The Hospital Acquired Complications report, including its production processes, were successfully transitioned to a digital environment. The Department is now accessing near real-time Emergency Department Data - once the product and data supply chain has stabilised this product will be hosted via the VAHl Portal to allow secure access for all health services.		6/12/2022
Department of Health	Clinical Governance: Department of Health	16	Yes		Complete	VAHl administered a survey of Board members to assess utility of existing board reporting and to elicit feedback on a digitised version. Results were presented to the November 2022 meeting of the Board Reporting Advisory Committee and clearly demonstrated the need for a tailored solution for rural and regional health service boards. It was noted that VAHl does not currently have access to much of the data that rural and regional board members identified as valuable. Consequently, progress on this recommendation is dependent on work currently underway as part of the VHIMS implementation project. Based on current VHIMS project timelines, it is expected that the completion date for this recommendation will be extended to 30 June 2024.	30/06/2024	31/12/2022
Department of Health	Clinical Governance: Department of Health	17	Yes		In progress	A stakeholder relationship manager has been assigned to lead key internal and external stakeholder engagements to develop new products and enhance existing products. VAHl has developed a refreshed stakeholder engagement strategy and has recently implemented a variety of tools to assist VAHl staff to improve engagement and manage stakeholder expectations. A pop-up survey functionality is being introduced to secure end-user feedback regarding their experience of the Portal and associated benefits. This survey will be a dynamic tool used to identify opportunities for improvement. VAHl is already monitoring unique visits by service and number of global return visits. VAHl has commenced engaging with rural health services to focus on how best to enable the end user (decision maker/clinician) using BI and data analytics technologies. Based on the work completed to date and planned, this recommendation is proposed to be completed.		
Department of Health	Clinical Governance: Department of Health	18	Yes		Complete	This work has recommenced following a period of pause due to COVID. A single unit price is currently being finalised, and modelling is underway to assess the implementation impact on services. Guidance is currently being drafted. Once complete, guidance will be provided to Health Service Performance Teams and Agency Performance and System Support Teams (DFFH). This will be accompanied by a implementation program, designed to support consistent practice on a statewide basis. Planning lessons are now embedded in practices and governance within DH. Examples of actions taken include: • identification of service gaps and impediments to service development • adoption of integrated land use planning through 'health precincts' that align with maternal and child health services, and schools and kindergarten infrastructure • all health service planning is now done out to at least 15 years at 5 year increments • use of an evidence-based needs assessment toolkit of measures and indicators that can be applied across DH projects and for use with external stakeholders to provide a consistent and comparable understanding of how investments can be prioritised based on health service activity and population need • the development of Health Service Partnership plans which provide regionally-based information to guide planning and prioritisation • collaboration with other agencies across multiple planning frameworks and in revision of the state hospital forecast models over the most recent population forecasts. • the Statewide Design, Service and Infrastructure Plan, which provides the framework to guide service, workforce and infrastructure investment.		23/05/2022
Department of Health	Community Health Program	4	Yes		In progress		30/06/2023	
Department of Health	Community Health Program	7	Yes		In progress		31/03/2023	
Department of Health	Effectively Planning for Population Growth	8	Yes		Complete			20/08/2021

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Health	Effectively Planning for Population Growth	10	Yes		Complete	The Department continues to support the state-wide implementation of Child Link led by The Department of Education, Maternal and Child Health (MCH) service providers are participating in the first pilot phase, with all providers to join the state-wide rollout in later phases. Childlink will create a basic profile for every Victorian child and link data across MCH, early childhood, schools and child protection so that key service access/participation information is up to date and visible. The Department has collated aggregate annual datasets from MCH service providers into a database for analysis and report generation. Together, these two initiatives will enable targeting of effort to address service engagement or participation gaps. More Aboriginal children and families have been supported across Victoria as a result of the Aboriginal MCH Program, established in 2017. In 2017-18, participation at the first home visit consultation was near universal MCH service rates for Aboriginal families. Significant increases in participation have been shown for Aboriginal children over time for the eight-months old, 12-months old, two-years and 3.5-years consultations. The 2022-23 State Budget (through the Closing the Gap: Universal early years health care initiative) allocated \$10.2 million over four years to further strengthen and sustain MCH and early parenting supports. This included funding to continue the lapsing Aboriginal MCH Program across Victoria. This program provides continued choice and access to culturally safe services delivered by Aboriginal health organisations to promote health, wellbeing, safety, learning and developmental outcomes. Funding has also been allocated for an Aboriginal-led co-design process to shape holistic early years health service delivery spanning antenatal, MCH and early parenting.	16/06/2022	
Department of Health	Follow up of Access to Public Dental Services in Victoria	9	Yes		Complete	Consistent price implemented 1 July 2021 and a confirmation letter provided to Dental Health Services Victoria. The new price, effective from 1 July 2021 was retrospectively implemented by Dental Health Services Victoria for all public dental providers from 1 October 2021	30/06/2021	
Department of Health	Government advertising	4	Yes		Complete	The Legal, Privacy and Integrity (LPI) Branch formalised the pre-existing informal processes between the Communications and Engagement and LPI Branches for checking high risk and/or sensitive advertising campaigns' compliance with the Public Administration Act. The process flow document was finalised in Q2 of the 2022/23 FY.	31/12/2022	
Department of Health	ICT Disaster Recovery Planning	3	Yes		In progress	A comprehensive Disaster Recovery (DR) gap analysis was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the Information Technology Infrastructure Library (ITIL) Services team as part of their continuous improvement activities. There is an IT DR schedule for 2023 for all business applications that had previously been assessed as critical. Activities against this schedule are on track and will be completed by the end of June 2023. This includes reporting back on all DR testing to the Victorian Auditor-General's Office, as per their audit requirements. Common Corporate Support Branch (CCSB) has an IT DR coordinator and an annual planning and delivery process for DR as part of its continuous service delivery. As part of this service delivery, CCSB works with each department's Chief Information Officer (CIO) and relevant business owners, to determine investment in, and prioritisation of, strategies to implement or enhance DR for all business applications. This includes corporate applications that are now shared between the departments. This annual process and consultation activity is governed under the Department of Families, Fairness and Housing/Department of Health shared corporate services arrangement, and in particular, by the Shared Corporate Services Infrastructure and Communication Technology (ICT) Steering Committee which is co-chaired by the two departments' CIOs.	30/06/2023	
Department of Health	ICT Disaster Recovery Planning	4	Yes		In progress	The Information Technology Infrastructure Library (ITIL) services team within Common Corporate Service Branch (CCSB), hold group technical training sessions with respective application areas and service partners to ensure departmental technical skillsets are refreshed for new and existing employees. Wider advice and training requirements have been outlined in the Disaster Recovery gap analysis that was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the ITIL Services team as part of their continuous improvement activities. The schedule and curricula of these training sessions for the remainder of Financial Year 2022-2023 and 2023-2024 will be confirmed at the end of April 2023.	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Health	ICT Disaster Recovery Planning	11	Yes		In progress	<p>A comprehensive Disaster Recovery (DR) gap analysis was undertaken by Ernst & Young in 2021. The recommendations from this analysis are being actioned by the Information Technology Infrastructure Library (ITIL) Services team as part of their continuous improvement activities.</p> <p>There is an IT DR schedule for 2023 for all business applications that had previously been assessed as critical. Activities against this schedule are on track and will be completed by the end of June 2023. This includes reporting back on all DR testing to the Victorian Auditor-General's Office, as per their audit requirements.</p> <p>Common Corporate Support Branch (CCSB) has an IT DR coordinator and an annual planning and delivery process for DR as part of its continuous service delivery.</p> <p>As part of this service delivery, CCSB works with each department's Chief Information Officer (CIO) and relevant business owners, to determine investment in, and prioritisation of, strategies to implement or enhance DR for all business applications. This includes corporate applications that are now shared between the departments. This annual process and consultation activity is governed under the Department of Families, Fairness and Housing/Department of Health shared corporate services arrangement, and in particular, by the Shared Corporate Services Infrastructure and Communication Technology (ICT) Steering Committee which is co-chaired by the two departments' CIOs.</p>	30/06/2023	
Department of Health	Management of spending in response to COVID-19	1	Yes		Complete	<p>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.</p> <p>Procurement guidance and training materials reflect the requirement for staff to complete a declaration form for conflicts of interest at the start of each procurement (including intranet information, procurement plans, etc).</p> <p>The Conflict of Interest Policy specifically requires that, 'a conflict of interest declaration must be completed by all staff involved in the assessment process of a procurement whether a conflict exists or not'.</p> <p>The definitions and procurement process applicable for secondments, contracts and consultants has been finalised and communicated via the intranet.</p> <p>Practical guidance detailing how staff should use critical incident procurement processes are available on the department's intranet, and in the Critical Incident Procurement User Guide.</p>		27/06/2022
Department of Health	Management of spending in response to COVID-19	2	Yes		Complete	<p>The Critical Incident Procurement Policy and forms were reviewed and confirmed that the policy reflects the use of the Critical Incident Procurement Policy, identifying the management of conflicts of interest and monitoring how staff use procurement policies.</p>		31/12/2021
Department of Health	Management of spending in response to COVID-19	3	Yes		Complete	<p>In line with the updated critical incident procurement policy process, all critical incident procurements are subject to Chief Procurement Officer pre-approval. A central register is updated in real time, recording all approved critical incident procurement activities and used to monitor reporting and support annual reporting.</p>		27/06/2022
Department of Health	Management of spending in response to COVID-19	9	Yes		Complete	<p>The definitions and procurement process applicable for secondments, contractors and consultants have been clarified and communicated via the intranet.</p>		27/06/2022
Department of Health	Management of spending in response to COVID-19	10	Yes		Complete	<p>The Funding Allocation Policy was reviewed and updated to ensure it aligns with the Better Grants by Design guide's guidance on identifying and managing risks and declaring and managing conflicts of interest.</p>		31/12/2022
Department of Health	Management of spending in response to COVID-19	11	Yes		Complete	<p>A review of the department's COVID-19 grants program had occurred in line with the updating of its Funding Allocation Policy, as well as stronger adoption of the whole of government's Better Grants by Design guide. Stronger controls are now in place to ensure the integrity of the department's COVID-19 grants program moving forward.</p>		31/12/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Health	Management of spending in response to COVID-19	15	Yes		In progress	The department contributed to the Department of Premier and Cabinet's Common Corporate Platform (CCP) requirements and provided feedback into the design workshops for financial system policies, process and frameworks. The CCP project is planning to release the agreed outcomes from the design workshops in their final financial system policies, process and frameworks documents to all departments by 28/02/2023. CCP is leading the alignment of finance systems policies, process and frameworks with all government departments through requirements and design workshops and seeking endorsement on agreed outcomes from all departments through the CCP Design Authority which includes representation from all departments. Oracle Finance - CCP alignment is targeting a Go live date of 1 July 2024	28/02/2023	
Department of Health	Management of spending in response to COVID-19	16	Yes		Complete	Monthly financial reporting has been established to effectively monitor the performance of the departments' COVID-19 budget. This is completed for internal purposes and also reported back to the Department of Treasury and Finance on an ongoing basis.		30/04/2020
Department of Health	Managing Conflicts of Interest in Procurement	1	Yes		Complete	The Critical Incident Procurement Policy was reviewed and revised to confirm that it takes into account value for money, accountability and probity, to the extent possible. This includes: accessible information and guidance for staff and procurement's role in ensuring procurement decisions and record keeping comply with policies and procedures.		17/01/2022
Department of Health	Managing Conflicts of Interest in Procurement	2	Yes		Complete	The department has launched two procurement online e-learning training modules: Procurement Basics and Contract Management Basics. These address all items listed in the recommendation. Additionally, training has been communicated to staff via the department's intranet and has been updated to ensure staff have access to information relating to each item.		27/06/2022
Department of Health	Managing Private Medical Practice in Public Hospitals	1	Yes		Complete	Communications from, or relating to, procurement within the department include links to this information. The Department of Health 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.		20/01/2022
Department of Health	Managing Private Medical Practice in Public Hospitals	2	Yes		Complete	The revised 'MBS billing policy framework: Victorian public hospitals' was published in August 2020. The document is updated as needed and available on the DH website https://www.health.vic.gov.au/funding-performance-accountability/mbbs-billing-policy-framework-victorian-public-hospitals .		31/08/2020
Department of Health	Managing Private Medical Practice in Public Hospitals	3	Yes		Complete	MBS guidelines have clarified the application of Section 19(2) for health services. 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
Department of Health	Managing Private Medical Practice in Public Hospitals	4	Yes		In progress	This recommendation is being addressed through the department's Commercial Billing Review. Final reports to the review were provided to the department at the end of December 2022. Recommendations arising from the review are to be considered by the Department and are expected to be finalised mid-late February 2023.	28/02/2023	
Department of Health	Managing Private Medical Practice in Public Hospitals	5	Yes		Complete	Guidance has been developed and issued.		16/06/2022
Department of Health	Managing Private Medical Practice in Public Hospitals	6	Yes		In progress	This recommendation is being addressed through the department's Commercial Billing Review. Final reports to the review were provided to the department at the end of December 2022. Recommendations arising from the review are to be considered by the Department and are expected to be finalised mid-late February 2023.	30/06/2023	
Department of Health	Managing Private Medical Practice in Public Hospitals	7	Yes		Complete	A review was undertaken and relevant findings published in the CEO bulletin on 13 July 2021. This included actions to be undertaken by health services and a reaffirmed policy position to ensure equitable access. The Commissioning and System Improvement division will continue to monitor compliance with the policy including that private patients are not prioritised ahead of public patients.		25/10/2022

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Department of Health	Measuring and Reporting on Service Delivery	1	Yes		Complete	Budget Performance 3 (BP3) measures are reviewed as part of the Department Performance Statement (DPS) process. More recently, the DPS was reviewed in the context of the Victorian Auditor General's Office audit into performance measures. The Executive Board has determined that performance measures be assessed by the department's Quality, Safety and Performance subcommittee. The department is currently finalising an Outcomes Framework to support objectives, indicators and output performance measures. Operational planning for 2022-23 has been completed. Medium term strategic planning is underway. A review of performance measures has been undertaken and has identified opportunities for change to existing performance measures.		30/10/2022
Department of Health	Measuring and Reporting on Service Delivery	2	Yes		Complete	Changes to the performance measures will be undertaken as part of the process to complete the 2023-24 Department Performance Statement (DPS) in accordance with the recommendations of the Victorian Auditor General's Office audit into departmental performance measures. Output performance measures are reviewed on a cyclical basis. Where appropriate, the department will consider developing measures that use unit costing to help measure service efficiency.		30/10/2022
Department of Health	Measuring and Reporting on Service Delivery	3	Yes		In progress		31/12/2024	
Department of Health	Measuring and Reporting on Service Delivery	10	Yes		Complete	Budget Performance 3 (BP3) measures are reviewed as part of the Department Performance Statement (DPS) process. More recently, the DPS was reviewed in the context of the Victorian Auditor General's Office audit into performance measures. The department's Executive Board has determined that performance measures be assessed by the Quality, Safety and Performance subcommittee. Footnotes are subsequently forwarded to the Department of Treasury and Finance for consideration. Program areas are required to provide commentary of the analysis of under/over performance each quarter. This includes all output performance results that vary by more or less than 5%, addressing any risks/issues impacting the performance measure. Commentary is reviewed by the relevant senior executive and analysed centrally before being reported to Executive Board each quarter.		30/06/2022
Department of Health	Measuring and Reporting on Service Delivery	11	Yes		Complete	The department has developed a data dictionary for performance measures as part of a response to the Victorian Auditor General's Office (VAGO) Measuring and Reporting on Service Delivery audit. It is expected that further advice will be provided by the Department of Treasury and Finance (DIF) on the data dictionary in response to VAGO's audit recommendations. The data dictionary is subject to annual review. Commentary is reviewed by the relevant senior executive and analysed centrally before being reported to the department's Executive Board each quarter.		30/12/2022
Department of Health	Patient Safety in Victorian Public Hospitals	1	Yes		Complete	Safer Care Victoria released a new Policy: Adverse Safety Events in 2019 that replaced the 2011 framework referred to in this recommendation. Since March 2016, the Victorian Agency for Health Information (VAHI) was established, which aims to inform better decisions that improve the health and wellbeing of Victorians. VAHI has introduced key reforms to the Victorian Health Incident Management System (VHIMS) to improve how incident data can drive improvements in quality, safety and patient experience. 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.		31/12/2019
Department of Health	Personnel Security: Due Diligence Over Public Service Employees	10	Yes		Complete	A new policy, effective 1 July 2021 states that the pre-employment safety screening policy applies to all existing departmental and Victorian Public Service employees. Prior to being appointed into a role, offers will not be made until all safety screening checks have been undertaken. This is for all roles, not just those deemed to be high risk, which is a higher threshold than required under the recommendation.		17/01/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Health	Personnel Security: Due Diligence Over Public Service Employees	11	Yes		Complete	Procurement procedures have been updated to ensure that all external contractors, consultants and labour hire include a consideration of risks and requirement for safety screening prior to commencement in the department. This includes that all staff engaged under this panel, will be subject to Victoria Police and National Police Checks and, if applicable, International Police Checks (together background checks). If additional checks are required, they need to be specified: - Standard Police check, including National and, if applicable, International Police check - Where a role is designated as having contact and/or working with vulnerable people, this must be reflected within the Police Check. The hiring manager will be provided with the signed documents following clearance and prior to contract commencement.	17/01/2022	17/01/2022
Department of Health	Personnel Security: Due Diligence Over Public Service Employees	12	Yes		Complete	A process has been developed and implemented where, on the selection report, all panel members must declare that they considered and declared any conflicts as part of the process. In addition, a new Conflict of Interest (COI) electronic form was introduced to ensure that all COI forms are centrally documented and can be managed by the relevant manager. For recruitment processes, this is the hiring manager who managed any conflicts of the selection panel and that there are records of this that available for audit.		17/01/2022
Department of Health	Reducing the harm caused by gambling	8	Yes		In progress	The Victorian Government has committed to implementing all recommendations of the Royal Commission into Victoria's Mental Health System. The Department of Health is leading implementation of the recommendations. Work to reduce the harm caused by gambling will be delivered throughout the 10-year reform program. Mental Health and Wellbeing Locals (Local Services) are being established across Victoria to provide easy-to-access, high-quality treatment, care and support for people aged 26 years and over experiencing mental illness or psychological distress, including those with co-occurring substance use or addiction. For people identified by the Victorian Responsible Gambling Foundation and its funded entities to be experiencing mental illness or psychological distress with co-occurring gambling harms, these Local Services will be a new referral option. Support for responsible gambling is included under a broad range of wellbeing supports to be delivered by Local Services. The Department of Health will establish 50 locals by end 2026. The Department of Health is currently developing a new access and intake policy for the mental health and wellbeing system. This will support a consistent, integrated and person-led approach for consumers, families, carers and supporters who are accessing, or seeking access to, mental health and wellbeing and alcohol and drug services across Victoria.	31/12/2026	
Department of Health	Security of Government Buildings	11	Yes		In progress	A broad principled based design framework has been drafted and socialised with various stakeholders within shared services and the Department of Families, Fairness and Housing/Department of Health under the shared services arrangement. The framework has been updated and improved, taking on learnings from site commissionings at the end of 2022. The current draft will be socialised with the Physical Environment Security Advisory Group (PESAG) in April 2023.	31/12/2022	
Department of Health	Sexual Harassment in the Victorian Public Sector	4	Yes		Complete	Training on record keeping in these matters is included in existing training modules including induction and as part of the Leading with Respect Program.		31/12/2022
Department of Jobs, Skills, Industry and Regions	Business Continuity During COVID-19	3	Yes		In progress	A spot check process has been established (twice per year) of relevant disciplinary files, supported by a documentation checklist and training for staff involved. The department's business continuity framework is being reviewed to reflect the department returning to a pre-pandemic operating model, and to ensure it is fit for purpose for the department following Machinery of Government changes. Draft policy and guideline documents have been prepared which will address how this recommendation can be implemented. A dedicated business continuity resource has commenced on 30 May 2023 to enable the department to finalise this initiative and commence implementation of this activity.	30/03/2024	
Department of Jobs, Skills, Industry and Regions	Business Continuity During COVID-19	4	Yes		In progress	Please note, extension to this action has been endorsed by DJISIR ARC in April 2023. The department's business continuity framework is being reviewed to reflect the department returning to a pre-pandemic operating model, and to ensure it is fit for purpose for the department following Machinery of Government changes. Draft policy and guideline documents have been prepared which will address how this recommendation can be implemented. A dedicated business continuity resource has commenced on 30 May 2023 to enable the department to finalise this initiative and commence implementation of this activity.	30/03/2024	

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Department of Jobs, Skills, Industry and Regions	Business Continuity During COVID-19	5	Yes		In progress	The department's business continuity framework is being reviewed to reflect the department returning to a pre-pandemic operating model, and to ensure it is fit for purpose for the department following Machinery of Government changes. Draft policy and guideline documents have been prepared which will address how this recommendation can be implemented. A dedicated business continuity resource has commenced on 30 May 2023 to enable the department to finalise this initiative and commence implementation of this activity.	30/03/2024	
Department of Jobs, Skills, Industry and Regions	Business Continuity During COVID-19	6	Yes		In progress	Please note, extension to this action has been endorsed by DJSIR ARC in April 2023. The department's business continuity framework is being reviewed to reflect the department returning to a pre-pandemic operating model, and to ensure it is fit for purpose for the department following Machinery of Government changes. Draft policy and guideline documents have been prepared which will address how this recommendation can be implemented. A dedicated business continuity resource has commenced on 30 May 2023 to enable the department to finalise this initiative and commence implementation of this activity.	30/03/2024	
Department of Jobs, Skills, Industry and Regions	Business Continuity During COVID-19	8	Yes		In progress	Please note, extension to this action has been endorsed by DJSIR ARC in April 2023. The department's business continuity framework is being reviewed to reflect the department returning to a pre-pandemic operating model, and to ensure it is fit for purpose for the department following Machinery of Government changes. Draft policy and guideline documents have been prepared which will address how this recommendation can be implemented. A dedicated business continuity resource has commenced on 30 May 2023 to enable the department to finalise this initiative and commence implementation of this activity.	30/03/2024	
Department of Jobs, Skills, Industry and Regions	Business Continuity During COVID-19	9	Yes		In progress	Please note, extension to this action has been endorsed by DJSIR ARC in April 2023. The department's business continuity framework is being reviewed to reflect the department returning to a pre-pandemic operating model, and to ensure it is fit for purpose for the department following Machinery of Government changes. Draft policy and guideline documents have been prepared which will address how this recommendation can be implemented. A dedicated business continuity resource has commenced on 30 May 2023 to enable the department to finalise this initiative and commence implementation of this activity.	30/03/2024	
Department of Jobs, Skills, Industry and Regions	Council Libraries	7	Yes		Complete	Please note, extension to this action has been endorsed by DJSIR ARC in April 2023. After receiving a 'one off' amount of \$2.3m in the 2022-23 Victorian State Budget the Public Libraries Funding Program (PLFP) will continue to deliver funding to support councils, regional library corporations and Vision Australia to deliver library services and programs. A total of \$48.1 million will be provided through the PLFP in 2022-23 representing an increase of \$0.7 million or 1.5 per cent compared to the amount provided in 2021-22. This united funding is provided each year on a formula basis for councils and regional library corporations taking into consideration population and local factors such as English proficiency and a set amount is allocated to Vision Australia. A small proportion is also provided to Public Libraries Victoria to provide state-wide projects. In 2022-23 the delivery of the PLFP includes a targeted approach to digital inclusion for senior Victorians. In addition to the funding for the PLFP, ongoing funding of \$1.1 million per year will also be allocated to councils, regional library corporations and Vision Australia to support the Premiers' Reading Challenge Book Fund. The Living Libraries Infrastructure Program will provide \$4.5 million to Victorian councils to deliver either new or modernised public library facilities. Local Government Victoria will continue to work with councils, regional library corporations and Vision Australia to ensure the most appropriate funding allocations are provided in future years. DJSIR produced long-term employment projections in 2022 which included detail at the Australian and New Zealand Standard Industrial Classification (ANZSIC) 2-digit level and Australian and New Zealand Standard Classification of Occupations (ANZSCO) 4-digit level, as well as across Victorian regions. DJSIR worked with agencies across government to develop these projections. DJSIR is updating the projections in 2023 and reviewing the methodology, again working with representatives from across government.	30/06/2022	
Department of Jobs, Skills, Industry and Regions	Major Infrastructure Program Delivery Capability	2	Yes		Complete			18/07/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Jobs, Skills, Industry and Regions	Major Infrastructure Program Delivery Capability	3	Yes		Complete	<p>DJSIR is working closely with relevant agencies to better understand labour market trends and drivers for the update of the long-term employment projections.</p> <p>DJSIR has also developed capability in computable general equilibrium (CGE) modelling. The department's model provides a detailed and integrated representation of the Victorian economy, including the labour market. DJSIR has applied the model to understand the impact of various government policies, and other drivers, on the labour market.</p> <p>Further to the recommendation and as part of Data Analytics continuous improvement initiatives, DJSIR is also developing a simulation model of the Victorian labour market which would track the decisions of workers and businesses relating to: labour market participation, education, occupation, and industry of work. It would enable more sophisticated and detailed analysis of government policy on the labour market. DJSIR will consult closely with relevant agencies on this work.</p> <p>The Department of Jobs, Precincts and Regions (DJPR) concluded the WoVG (Whole of Victorian Government) Emergency Stockpile for non-health users at the end of FY2021:22 (June 2022).</p> <p>In the first half of 2022, DJPR worked with departments to distribute surplus stock from the WoVG Emergency Stockpile, including through the WoVG PPE and RAT (non-health) Taskforce.</p> <p>The responsibility for the lead of the non-health PPE stream (including the future stockpile strategy and the WoVG PPE and RAT (non-health) Taskforce) transitioned from DJPR to DTF in late 2021. DJPR continues to be a member of the WoVG PPE and RAT (non-health) Taskforce.</p> <p>In addition to developing a Critical Incident Procurement Procedure and Guidance, DJSIR has developed a training course (eLearn module) on how to conduct critical incident procurement.</p> <p>DJSIR's new Procedures and Guidance and training covers how to determine value for money, accountability and probity expectations, and use of State Purchase contracts. DJSIR has also developed a training module on probity in procurement.</p> <p>The department has reviewed its performance statement with a focus on objective indicators and specific feedback provided to the department by VAGO.</p> <p>Where possible and appropriate, the department has made adjustments to these indicators and measures to better align to a service logic model. This approach has also been incorporated into the department's annual performance statement review process.</p> <p>The department conducts an annual review of its performance statements for alignment with the expectations of the Resources Management Framework.</p> <p>The department has developed a methodology for determining the baseline average for Objective indicators which utilises data which is also published in the departmental annual report. The baseline data will enable the department to conduct trend analysis over the coming years. The department will review and update this approach should the RMF be amended with any more specific guidance on how baseline data should operate.</p> <p>All the other items in this recommendation reflect the position that is already factored into the preparation of the DPS.</p> <p>The department has undertaken a review of existing performance measures which determined that there are no existing measures that are suitable for conversion to unit cost measures. The review has now been incorporated into our annual performance statement review process. The department will continue this work, including:</p> <ul style="list-style-type: none"> > in the development of new unit costing measures where appropriate, and > assessing areas that have newly arrived to the department through machinery of government changes for unit cost suitability. <p>The department has undertaken an update of its data dictionary to include the additional criteria 'Inclusions and Exclusions' and 'Data Validation'. This work is 90% complete, and the department is seeking an extension to complete the remainder before closing this recommendation.</p>	1/12/2022	
Department of Jobs, Skills, Industry and Regions	Management of spending in response to COVID-19	8	Yes		Complete			14/11/2022
Department of Jobs, Skills, Industry and Regions	Managing Conflicts of Interest in Procurement	1	Yes		Complete			26/08/2022
Department of Jobs, Skills, Industry and Regions	Measuring and Reporting on Service Delivery	1	Yes		Complete			30/04/2023
Department of Jobs, Skills, Industry and Regions	Measuring and Reporting on Service Delivery	2	Yes		Complete			30/04/2023
Department of Jobs, Skills, Industry and Regions	Measuring and Reporting on Service Delivery	3	Yes		Complete			30/04/2023
Department of Jobs, Skills, Industry and Regions	Measuring and Reporting on Service Delivery	11	Yes		In progress		30/11/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Jobs, Skills, Industry and Regions	Rehabilitating Mines	2	Yes		Complete	<p>Earth Resources Regulation agreed management actions to achieve recommendation 2</p> <p>Status: 1 of 3 have been completed and 2 have been consolidated with other VAGO Actions due to overlapping scope and legal considerations.</p> <p>Completed actions are:</p> <p>2.1(a) Finalise guidelines to assist authority holder to prepare rehabilitation plans for exploration, mines and quarries.</p> <p>2.1 b) 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 3.1(a) – (c) below for further detail. - Consolidated with VAGO Action 3.1b and 3.1 C</p> <p>2.1 c) 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 - Consolidated with VAGO Action 1.2f</p> <p>Earth Resources Regulation agreed management actions to achieve recommendation 5</p> <p>Status: 7 of 7 actions have been completed.</p> <p>Completed actions are:</p> <p>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.</p> <p>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. The updated bond calculator is available on Earth Resources website - Rehabilitation Bond Calculator.</p> <p>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). The self assess material for rehabilitation liabilities is available on Earth Resources website - Rehabilitation Bonds</p> <p>5.2 (a) Develop an operational policy and standard operating procedure for bond reviews and returns, in accordance with the Rehabilitation Risk Profile Guidelines</p> <p>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.</p> <p>5.4(a) 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 The inactive earth resources policy is available on Earth Resources website - Inactive Earth Resource Policy</p> <p>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. The joint statement on Management of legacy and abandoned mines on Crown land is available on Earth Resources website</p> <p>Earth Resources Regulation agreed management actions to achieve recommendation 6</p> <p>Status: 1 of 1 action is complete .</p> <p>Evaluation and reporting framework developed. Implementation underway with collection of data annually. Evaluation ongoing</p>		23/03/2022
Department of Jobs, Skills, Industry and Regions	Rehabilitating Mines	5	Yes		Complete	<p>Completed actions are:</p> <p>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.</p> <p>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. The updated bond calculator is available on Earth Resources website - Rehabilitation Bond Calculator.</p> <p>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). The self assess material for rehabilitation liabilities is available on Earth Resources website - Rehabilitation Bonds</p> <p>5.2 (a) Develop an operational policy and standard operating procedure for bond reviews and returns, in accordance with the Rehabilitation Risk Profile Guidelines</p> <p>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.</p> <p>5.4(a) 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 The inactive earth resources policy is available on Earth Resources website - Inactive Earth Resource Policy</p> <p>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. The joint statement on Management of legacy and abandoned mines on Crown land is available on Earth Resources website</p> <p>Earth Resources Regulation agreed management actions to achieve recommendation 6</p> <p>Status: 1 of 1 action is complete .</p> <p>Evaluation and reporting framework developed. Implementation underway with collection of data annually. Evaluation ongoing</p>		21/12/2022
Department of Jobs, Skills, Industry and Regions	Rehabilitating Mines	6	Yes		Complete	<p>Completed actions are:</p> <p>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.</p> <p>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. The updated bond calculator is available on Earth Resources website - Rehabilitation Bond Calculator.</p> <p>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). The self assess material for rehabilitation liabilities is available on Earth Resources website - Rehabilitation Bonds</p> <p>5.2 (a) Develop an operational policy and standard operating procedure for bond reviews and returns, in accordance with the Rehabilitation Risk Profile Guidelines</p> <p>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.</p> <p>5.4(a) 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 The inactive earth resources policy is available on Earth Resources website - Inactive Earth Resource Policy</p> <p>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. The joint statement on Management of legacy and abandoned mines on Crown land is available on Earth Resources website</p> <p>Earth Resources Regulation agreed management actions to achieve recommendation 6</p> <p>Status: 1 of 1 action is complete .</p> <p>Evaluation and reporting framework developed. Implementation underway with collection of data annually. Evaluation ongoing</p>		31/03/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Jobs, Skills, Industry and Regions	Reporting on Local Government Performance	4	Yes	-	In progress	Audit action has been transferred to the Department of Government Services (DGS) as a result of MoG changes. At DJPR (now DJSR), a business case was developed and approved for a new reporting system which includes Know Your Council Benchmarking. A procurement process was undertaken, however a preferred supplier was not contracted due to budget constraints. Responsibility for the implementation is now resides with DGS as of January 2023.		
Department of Jobs, Skills, Industry and Regions	Reporting on Local Government Performance	5	Yes	-	Complete	Local Government Victoria (LGV) has completed its assessment of the Strategic Directions Paper 2018-21, including an evaluation of how the Local Government Performance Reporting Framework (LGPRF) contributes to performance improvements across the local government sector. Internal audit sighted the following evidence for the completion of the actions: Assessment of LGPRF - LGV prepared the assessment report in 2021 concluding that LGPRF has made a major contribution to performance improvement in the sector. The report included the status of short, medium and long term deliverables of the Strategic Direction Plan 2018-21. All councils now annually report their performance on the same 58 financial and service indicators and have done so since 2016. Brief for Minister's approval - LGV has submitted a brief for Minister of Local Government noting including the assessment of LGPRF. The action is recommended to be closed.	31/03/2022	
Department of Justice and Community Safety	Business Continuity During COVID-19	5	Yes		In progress	Management actions specified at tabling are still relevant. The department is reviewing its Business Continuity Model and how it operates. User feedback on the Business Continuity Plan template is being reviewed and the plan is being updated. This project is expected to be completed for July 2023. Business continuity exercises are being reviewed and will be assessed. The potential for joint exercises and/or more complex exercises for central business units is in scope. Regions currently exercise business continuity planning across locations and involving multiple services.	30/06/2023	
Department of Justice and Community Safety	Business Continuity During COVID-19	7	Yes		In progress	Management actions specified at tabling are still relevant. The Pandemic Plan has been revised and will undergo a final review before July 2023.	30/06/2023	
Department of Justice and Community Safety	Business Continuity During COVID-19	8	Yes		Complete	Management actions specified at tabling are still relevant. The Communications Procedure for Business Disruptions has been updated, and the form for documenting disruptions clearly identifies the need for executives to be notified. Additionally, future updates to the Business Continuity Plan template will also outline the notification requirements for the respective areas and key information that must be provided.		6/07/2022
Department of Justice and Community Safety	Business Continuity During COVID-19	9	Yes		Complete	Management actions specified at tabling are still relevant. The post-activation review document now includes a section that outlines the prioritised services, recovery time objectives, if services were disrupted and if so, for how long.		1/06/2022
Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	1	Yes		In progress	Revised actions submitted 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. Status update: The department developed an Asset Management Policy and Strategic Asset Management Plan to address this audit recommendation. However, it remained in final draft form while arrangements were made for awarding the Asset Maintenance Services Contract. The contract was awarded in 2022. In collaboration with the service provider, the policy and plan are being updated to ensure changes in the department's asset management practices (and associated roles and responsibilities) are accurately captured.	31/06/2023	

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Department of Justice and Community Safety	Compliance with the Asset Management Accountability Framework	2	Yes		Complete	Revised actions 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 AND (b) conduct AMAF and AMSC compliance assurance activities to identify and monitor actions required to achieve AMAF compliance. The department awarded a contract for Asset Maintenance Services in April 2022. This long-term contract is focused on building the department's asset management capabilities and practices to align with ISO 55000 Asset Management Standards and AMAF requirements. The department has conducted AMAF compliance assurance activities for several years (monitoring compliance, gathering and managing evidence to meet the evidentiary requirements of AMAF attestation, and identifying compliance gaps and actions required to address these). Since April 2022, the department has also conducted compliance monitoring activities of the contract, including a September 2022 formal review of the computerised maintenance management system to assess if it is compliant with the contract specifications. 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.	30/04/2022	30/04/2022
Department of Justice and Community Safety	Management of spending in response to COVID-19	11	No	All COVID-19 grants programs have been shut down, so this recommendation is no longer relevant.	Discontinued			
Department of Justice and Community Safety	Managing Rehabilitation Services in Youth Detention	2	Yes		Complete	Management actions specified at tabling are still relevant. In addition to monitoring the development of case plans, the department has implemented a Case Management Quality Assurance process. This includes assessing the quality of case plan goals. Specifically, the quality assurance audits assess the degree to which case plan goals address the conditions of a young person's order, their offending and risk management, criminogenic needs, changes in their circumstances, clinical recommendations, Aboriginal or CALD backgrounds and cultural needs, and integration with other external services. Quarterly peer audits are conducted, where one region audits another region and provides feedback. The department compiles a quarterly report (which is available to the executives) and provides feedback to the regions. The department will also compile an annual report for wider distribution once it has a full year of data. Management actions specified at tabling are still relevant. The department is in the final stages of a developing a Communities in Custody Operating Model. It will provide a new approach to accommodating young people in custody in the least restrictive environment required to manage their risks. It will also incentivise positive behaviour through increased autonomy and reduced restrictions, as young people's security risk decreases. The first phase of this model has focused on the largest group in custody (boys aged 15-18 years). Under this Model, all boys and young men aged 15-18 years will be placed in one of three Communities that aligns with their assessed security risk.	31/12/2023	31/01/2023
Department of Justice and Community Safety	Managing Rehabilitation Services in Youth Detention	5	Yes		In progress	Informed by the parameters established in the Communities in Custody model, Youth Justice will shortly commence work on the design of gender-specific and developmentally responsive operating models tailored to other priority cohorts. These include, girls and young women, young boys (10-14 years) and the dual-track young men (aged 18 years and over). The model for girls and young women will acknowledge that gender makes a difference, focus on positive relationships and building trust, create a safe and respectful custodial environment, provide gender-responsive services and supports, and provide effective through-care from custody to community. Management actions specified at tabling are still relevant. The department and the Department of Education (DE) are working to deliver a tailored and secure ICT platform, and laptop access, to improve the delivery of education and training within youth custodial settings. In August 2021, both departments agreed to jointly fund delivery of this project. DE is funding the purchase of 328 laptops and a co-contribution of 50 per cent to ongoing network access costs. DJCS commenced procurement and implementation of this project in September 2020. The secure ICT network platform at Parkville Youth Justice Precinct has been operational since March 2023, and laptops will be supplied by June 2023. The secure ICT platform at Cherry Creek Youth Justice Precinct is expected to be completed by the end of April 2023, and at Malmesbury Youth Justice Centre by end of May 2023. Laptops will then be supplied.	31/12/2023	
Department of Justice and Community Safety	Managing Rehabilitation Services in Youth Detention	9	Yes		In progress	Management actions specified at tabling are still relevant. The department and the Department of Education (DE) are working to deliver a tailored and secure ICT platform, and laptop access, to improve the delivery of education and training within youth custodial settings. In August 2021, both departments agreed to jointly fund delivery of this project. DE is funding the purchase of 328 laptops and a co-contribution of 50 per cent to ongoing network access costs. DJCS commenced procurement and implementation of this project in September 2020. The secure ICT network platform at Parkville Youth Justice Precinct has been operational since March 2023, and laptops will be supplied by June 2023. The secure ICT platform at Cherry Creek Youth Justice Precinct is expected to be completed by the end of April 2023, and at Malmesbury Youth Justice Centre by end of May 2023. Laptops will then be supplied.	30/06/2023	
Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	1	Yes		Complete	Management actions specified at tabling are still relevant. The department reviewed its objectives, indicators and output performance measures for inclusion in the 2022-23 BP3 Budget Papers. As the review of BP3 components is part of a larger annual process, which results in the development of the Budget Papers, this action will be completed annually until DTF advises otherwise.		12/07/2022

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Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	2	Yes		In progress	Completed on 14/04/2023 but at 31/3/23 was still in progress. Management actions specified at tabling are still relevant. Ensuring the department's Performance Statement is compliant with the Resource Management Framework is an ongoing, annual process. The statement is reviewed each year and recommendations from VAGO, Public Accounts and Estimates Committee, and the Department of Treasury and Finance (DTF) are considered. Changes that can be made in the short time available are actioned. However, the process of securing agreement on changes with all stakeholders can be a protracted and complex process and may take longer than the time allotted by DTF.	20/5/2023	
Department of Justice and Community Safety	Measuring and Reporting on Service Delivery	3	Yes		In progress	In the absence of DTF advice on setting and storing objective indicator baselines, the department uses a rolling, four-year approach when reporting on objective indicator outcomes in the Annual Report. This is the only place objective indicators are reported. The department uses the outcome of the objective indicator from the previous year as the comparative year. This is either graphed or shown in a table along with (a) the outcomes of the two years prior to the comparative year and (b) the current year. This process is in line with requirements from DTF's Model Report, which outlines how objective indicator reporting should be presented in the Annual Report.	20/5/2024	
Department of Justice and Community Safety	Personnel Security: Due Diligence Over Public Service Employees	11	Yes		Complete	Management actions specified at tabling are still relevant. The department has updated its Recruitment and Selection Policy, and related guidelines and online content. This includes 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 they conduct any necessary screening. The guidance also stipulates that the Secretary's approval is required for these types of engagements and that background checks must be completed.		30/06/2022
Department of Justice and Community Safety	Ravenhall Prison: Rehabilitating and Reintegrating Prisoners	2	Yes		In progress	Management actions specified at tabling are still relevant. In August 2022, the department commenced discussions with GEO to increase the remand capacity of Ravenhall from 480 available prisoner places (APP) to 680, representing a new remand capacity of 68 per cent of the current overall APP. The modification has significant commercial and operational implications for Project Co (the consortium), which resulted in a protracted negotiation between the parties. Whilst the department has drafted the evaluation framework, negotiation and implementation has paused to gauge the impact of the additional 20 per cent remand cap increase, and how it impacts service delivery and operations. Work on the evaluation framework will resume in April 2023, allowing adequate time to assess the materiality of the increase. GEO will be provided the framework and a negotiation process will commence. The department expects consultation and negotiation to take a number of months. Given the increase to remand capacity, GEO will want to ensure its risk is captured and managed accordingly in the framework. Conservatively speaking, this will be implemented in the fourth quarter of 2023.	31/12/2023	
Department of Justice and Community Safety	Ravenhall Prison: Rehabilitating and Reintegrating Prisoners	3	Yes		In progress	Management actions specified at tabling are still relevant. The number of unsentenced prisoners in Victoria still accounts for 41 per cent of the prison population. At Ravenhall, 54 per cent of prisoners are unsentenced. These factors continue to constrain prisoner placement options and prison network configuration in the short and medium term. This is particularly so at front-end locations where prisoners are received into custody. The department has continued to provide iterative advice to the Minister and government regarding changes in demand for prisoner places and the profile of people in prison. While demand is beginning to stabilise slightly, projected prisoner numbers and profiles remain uncertain. The potential impact of possible bail and sentencing reforms is unknown. In the meantime, a range of future prison network configuration options are being actively considered and will continue to be presented to government.	31/12/2023	
Department of Justice and Community Safety	Reducing the harm caused by gambling	8	Yes		In progress	Management actions specified at tabling are still relevant. The department is collaborating with other entities in an interdepartmental committee to support identification, treatment, and cross-agency referral of gamblers with co-occurring conditions. The VRGF has funded several pieces of research regarding social service integration. It has also increased efforts to transfer knowledge across other service sectors. An evaluation of lapsing funding has found that further improvements in social services integration are needed. Whole-of-government approaches to improving integration and referral pathways are being considered.	30/06/2024	
Department of Justice and Community Safety	Safety and Cost Effectiveness of Private Prisons	3	Yes		In progress	Completed on 3/5/23 but at 31/3/23 was still in progress. Management actions specified at tabling are still relevant. The department released 2016–17, 2020–21 and 2021–22 data by prison location after the Minister for Corrections determined the release date.	30/06/2023	

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Department of Justice and Community Safety	Safety and Cost Effectiveness of Private Prisons	5	Yes		In progress	Management actions specified at tabling are still relevant. The department is undertaking an internal evaluation of the Corrections Violence Reduction Strategy. Feedback on the draft evaluation is being reviewed and updates actioned. However, staffing disruptions and the impact of other priorities have resulted in delays in finalising this work. Discussions are currently under way to determine a preferred approach to progress this work, given capacity constraints.	31/12/2023	
Department of Justice and Community Safety	Security of Government Buildings	9	Yes		In progress	Management actions specified at tabling are still relevant and are 90 per cent complete. Implementation was disrupted by working from home arrangements. The department has a broad Building security, Access Control Policy that applies to head offices and another that applies to Justice Service Centres. Policies, processes and training materials have been completed, and the department now uses the Shared Service Provider Physical security incident portal. The security awareness package, which includes physical security awareness training, was launched on the department's learning management system and completion rates are being tracked. Security and access pass communications have been disseminated to regional office staff. Intranet content on Security tips, Building security, and Physical security has been updated. Links to security posters and further information was emailed to all staff with 'return to office' messaging. The department is on the Victorian Protective Security Framework working group and will further update its policy in July 2024 based on the completed VicPS Framework.	31/12/2023	
Department of Justice and Community Safety	Security of Government Buildings	10	Yes		In progress	Management actions specified at tabling are still relevant. However, implementation has been disrupted by departmental arrangements for working from home. The department will establish processes that align to requirements in the VicPS Framework, which is expected to be completed by July 2024.	30/07/2024	
Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	6	Yes		Complete	Management actions specified at tabling are still relevant. The department published its updated sexual harassment policy and guideline in November 2022. The policy states that 'In cases of sexual assault, indecent exposure, stalking, obscene communications or any other criminal conduct, employees are encouraged to make a report to the police. If the assault occurred in the workplace, the department may be required to report the matter to police.' When all reports of sexual harassment are assessed, consideration is given to whether or not the department needs to report it to Victoria Police.	31/03/2023	
Department of Justice and Community Safety	Sexual Harassment in the Victorian Public Sector	7	Yes		Complete	Management actions specified at tabling are still relevant. In November 2022, the Deputy Secretary People Safety Culture and Communications sent an e-mail to employees outlining the department's commitment to a zero tolerance of sexual harassment in departmental workplaces. It notified employees that the department had implemented a revised sexual harassment policy and provided employees with information on how to address inappropriate, unacceptable and unwelcome behaviour in departmental workplaces. The department will continue to send out annual messages reiterating its approach to the prevention and management of workplace sexual harassment.	31/03/2023	
Department of Justice and Community Safety	State Purchase Contracts	9	Yes		Complete	Management actions specified at tabling are still relevant. As a business-as-usual activity, the department now annually reviews SPC leakage in conjunction with the Department of Treasury and Finance (DTF). DTF now issues leakage data to all government departments. The department reviewed this data in 2022 for the first time and provided it back to DTF. The data identified a small amount of leakage in the Energy, and Printing SPCs. These issues have been highlighted to the category leads for action. The department will continue to work with DTF to monitor and report on leakage annually.	7/12/2022	
Department of Premier and Cabinet	Board Performance	1	Yes		Complete	A project team was established within the Department of Premier and Cabinet (DPC) in 2022 to improve the diversity on Victorian Government Boards and give further consideration to the reorganisation of Victoria's remuneration matrix to more clearly group entities based on functions, and reviewing the remuneration bands to align with the bands used by other jurisdictions. The review has been completed and work is progressing to implement the recommendations.	1/12/2022	
Department of Premier and Cabinet	Business Continuity During COVID-19	1	Yes		In progress	The development of whole of government communications protocols will be discussed at the next Strategic Communications Executive network.	31/12/2023	
Department of Premier and Cabinet	Business Continuity During COVID-19	2	Yes		In progress	DPC has engaged with DTF to discuss the value of a list of prioritised services. Noting that responsibility for business continuity is devolved to each government agency, the next step is for DTF and DPC to seek feedback from other departments.	29/02/2024	
Department of Premier and Cabinet	Business Continuity During COVID-19					Work with DTF is underway and matters relating to the agreed management actions will be considered by the Business Continuity Management Forum in 2023.		

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Department of Premier and Cabinet	Business Continuity During COVID-19	3	Yes		In progress	Business impact analyses have been compiled for corporate functions, this work will continue in 2023. Following this, DPC's business continuity policy will be updated in line with requirements under the Financial Management Act 1994.	31/12/2023	
Department of Premier and Cabinet	Business Continuity During COVID-19	4	Yes		In progress	DPC is updating its Business Continuity Action Plan and Policy, so that they meet the standard of ISO22301: Security and Resilience- Business Continuity Management Systems Requirements. This review is underway and will be endorsed in June 2023.	31/05/2023	
Department of Premier and Cabinet	Business Continuity During COVID-19	5	Yes		In progress	DPC participates in exercises with partner agencies, which look at critical risks to the continuity of operations. DPC will formalise this program of work and additional departmental focused exercises it undertakes into an exercise work program.	31/12/2023	
Department of Premier and Cabinet	Business Continuity During COVID-19	6	Yes		In progress	A training program for staff with dedicated business continuity roles is being developed in consultation with the Continuity Leadership Team (CLT).	31/12/2023	
Department of Premier and Cabinet	Business Continuity During COVID-19	8	Yes		Complete	The Terms of Reference for the CLT were endorsed at the December 2022 CLT meeting. These capture reporting requirements and address this recommendation. In a business continuity event, the CLT is responsible for the management of any incident and for advising the executive where stated Recovery Time Objectives have not been met. The CLT ToR includes information that addresses this recommendation.	1/12/2022	
Department of Premier and Cabinet	Business Continuity During COVID-19	9	Yes		In progress	Review and amendment of DPC's Post-Incident Report template is underway. The DPC Business Continuity Plan captures when the PIR should be completed.	31/05/2023	
Department of Premier and Cabinet	Centex: Meeting Customer Needs for ICT Shared Services	7	Yes		Complete	An independent review of Centex's performance measures was undertaken. Centex's performance is now reported on quarterly.		1/12/2022
Department of Premier and Cabinet	Centex: Meeting Customer Needs for ICT Shared Services	8	Yes		In progress	Portfolio responsibility has shifted to the Department of Government Services, and the department will provide advice to the relevant Minister.	31/05/2023	
Department of Premier and Cabinet	Government advertising	1	No	Management actions specified at tabling still relevant.	Discontinued			
Department of Premier and Cabinet	Government advertising	2	Yes		In progress	Updated Information pack for AAG (Advertising Approval Group) members (including Senior Communications Executives) SCEs, developed and circulated in May, and updated in June 2022. Now provided to all SCEs prior to their commencing each rotation as an AAG member. Specific references included in 18 August 2022 MOVG Caretaker Communications Information session to cover Part 5A & Regulations (emphasising these apply at all times, not just during Caretaker).	30/06/2023	
Department of Premier and Cabinet	Government advertising	3	Yes		In progress	New campaign registration requirements and tighter submission deadlines were introduced in February 2022, to provide AAG members more time to review submissions. Submission deadlines will be revised again in January 2023 to provide additional time for AAG review of submitted campaigns. As noted above (Recommendation 2), updated pack for AAG members (including SCEs) developed and circulated in May, and updated in June 2022. Now circulated to all new AAG SCEs. AAG Terms of Reference updated in May 2022 to include new protocols for managing perceived conflicts of interest for SCEs. DPC's AAG Secretariat keeps comprehensive minutes of AAG decisions. AAG agenda includes a 'Standing Item' to ratify Minutes of the previous AAG meeting.	30/06/2023	
Department of Premier and Cabinet	Government advertising	4	Yes		In progress	A new draft Campaign Strategy Approval form will include a section on legal compliance for campaigns requiring Advertising and Communications Planning Committee (ACPC) approval where they are high-risk or sensitive. The new form requires Senior Communications Executives to certify the Department has sought or will seek legal advice confirming the campaign's compliance with the relevant legislation before submission to ACPC. The new forms and accompanying guidance are to be finalised and circulated to relevant staff in the first half of 2023.	30/06/2023	

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Department of Premier and Cabinet	Government advertising	5	Yes		In progress	DPC made changes to Advertising Approval Group (AAG) processes in 2020 to ensure minutes of AAG meetings record deliberations in detail, including campaign compliance with legislation. As noted for Recommendation 4, new Campaign Strategy Approval forms will include a section on legal compliance for campaigns requiring ACP approval where they are high-risk or sensitive. The new form requires Senior Communications Executives to certify the Department has sought or will seek legal advice confirming the campaign's compliance with the relevant legislation before submission to ACP.	30/06/2023	
Department of Premier and Cabinet	Government advertising	6	Yes		In progress	DPC worked with the government's Master Agency Media Services (MAMS) supplier, OMD, to provide each department with annual campaign advertising expenditure data in August 2022, to assist departments and agencies in consistent and complete reporting of campaign costs in their 2021-22 annual reporting. This process will also be implemented for the 2022-23 reporting year.	30/06/2023	
Department of Premier and Cabinet	Government advertising	7	Yes		In progress	As noted in DPC's responses to VAGO, for DPC to implement the enhanced reporting as per the recommendation will require significant additional resourcing (primarily from DPC, but also DTF and all Departments). With current DPC resourcing, it will not be feasible to implement this in 2022-23. However, as noted above (Recommendation 6), Departments and Agencies are already required to report total campaign costs in annual reports (for campaigns with a media buy of \$100,000 or more) – these reporting requirements will be strengthened and clarified under DPC's proposed revisions to the relevant Financial Reporting Direction (which are with DTF for endorsement). Note DPC's acceptance of the recommendation is dependent on sufficient resourcing being available – the requisite DPC resourcing was not available in 2022-23.	30/06/2023	
Department of Premier and Cabinet	Implementing a New Infringements Management System	3	Yes		In progress	The implementation of the Investment Management and Digital Project Assurance Framework (the framework) will need to be reviewed in the context of the new Department of Government Services' remit and objectives. While this review is being undertaken, Digital Victoria has led a number of complementary programs that seek to deliver the outcomes intended by the audit recommendation. These programs include: - Digital Victoria ensures departments are strategically aligned to Victorian Government digital and ICT objectives through strategic engagement and alignment of digital investments - Ahead of the 2023-24 State Budget, Digital Victoria has worked across government to identify opportunities to align digital investments with existing government priorities, including the Victorian Government's digital strategy, architecture blueprint, cyber strategy, and data reform agenda. This consolidated approach to digital investments will identify possible digital capabilities that could be shared, reducing the number of bespoke and non-priority investment proposals for government consideration, and guiding investment decisions to drive a more responsive, connected, and cost-effective government. - Digital Victoria also manages the Victorian Government IT Dashboard (the dashboard) which reports quarterly to the public on projects with a total project lifecycle IT spend of \$1 million and over. Digital Victoria uses the dashboard to identify opportunities for additional oversight, committees and assurance to better support departments and agencies to deliver IT projects.	31/05/2023	
Department of Premier and Cabinet	Management of spending in response to COVID-19	5	Yes		In progress	VGPB revised Market approach policy completed with revisions made to the Critical Incident Procurement Policy. Renamed Emergency Procurement Policy the requirement for Departments to create an Emergency Procurement Plan that would govern how procurement is done in the case of a declared emergency. DPC's Emergency Procurement Plan was created, approved by the Secretary and communicated across the organisation effective 1st December 2022. Given the recent commencement of the VAGO performance audit on Contractors and consultants in the VPS, which will include reviewing a number of aspects of the Administrative Guidelines on Engaging Professional Services in the Victorian Public Service, it's proposed to include the implementation of the recommendation arising from the COVID-19 spending by government audit into a broader comprehensive review of the professional services policy and guidelines to include outcomes of the active performance audit which is due to be finalised in May 2023. We therefore propose a revised target date of November 2023 to enable 6 months for all recommendations to be incorporated into the comprehensive review following the Contractors and consultants in the VPS audit being finalised.	30/11/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Premier and Cabinet	Management of spending in response to COVID-19	8	Yes		Complete	<p>Oversight of the Victorian Government's approach to PPE stocks for non-health users transitioned to DTF when that department took over the chairing of the whole-of-Victorian Government PPE and RA Tests (non-health) Taskforce at the end of 2021. Over the course of 2022, DTF engaged departments and agencies through this Taskforce - including DPC, DJPR, DET, DJCS and EIMV - to identify and dispense surplus PPE stocks in an appropriate manner. (Note: While chairing responsibility transitioned from DTF to DGS on 1 January 2023 as part of a Machinery of Government change, the Taskforce continues to monitor PPE use and stock levels.)</p> <p>In October 2022, the State Control Team-COVID endorsed a proposal by DTF as Chair of the Taskforce for the future management of non-health PPE stocks requiring non-health departments and agencies to maintain their own stockpiles of contingency stock where they deem appropriate. This approach was informed by a review of forward stockpile requirements. DH will assume management of a more integrated approach to PPE by 2024.</p> <p>Following endorsement from PSAC in October 2022, Departments will lead their own Oracle Fusion upgrades, with those who have not already upgraded, to adopt the Finance template developed by the Common Corporate Platforms Program, applying policies, processes and workflows agreed through the WOVG Finance Design Authority.</p> <p>The Human Capital Management (HCM) implementation for the Department of Transport and Planning will be launched on 22 May 2023.</p> <p>DPC and PROV are finalising the review, to provide to DGS given the Machinery of Government changes and the move of PROV as an administrative office.</p>	31/05/2023	12/10/2022
Department of Premier and Cabinet	Management of spending in response to COVID-19	15	Yes		In progress	<p>DPC and PROV are finalising the review, to provide to DGS given the Machinery of Government changes and the move of PROV as an administrative office.</p>	31/03/2023	
Department of Premier and Cabinet	Managing Public Sector Records	1	Yes		In progress	<p>DPC and PROV are finalising the review, to provide to DGS given the Machinery of Government changes and the move of PROV as an administrative office.</p>	31/03/2023	
Department of Premier and Cabinet	Managing Public Sector Records	2	Yes		In progress	<p>DPC and PROV are finalising the review, to provide to DGS given the Machinery of Government changes and the move of PROV as an administrative office.</p>	31/03/2023	
Department of Premier and Cabinet	Managing Public Sector Records	3	Yes		In progress	<p>DPC and PROV are finalising the review, to provide to DGS given the Machinery of Government changes and the move of PROV as an administrative office.</p>	31/03/2023	
Department of Premier and Cabinet	Managing Public Sector Records	4	Yes		In progress	<p>DPC and PROV are finalising the review, to provide to DGS given the Machinery of Government changes and the move of PROV as an administrative office.</p>	31/03/2023	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	1	Yes		In progress	<p>In developing DPC's 2022-23 Departmental Performance Statement (DPS), DPC reviewed performance measures using a service logic model approach with the aim to measure services or products delivered. DPC will further refine this for the 2023-24 DPS.</p>	31/05/2023	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	2	Yes		In progress	<p>In DPC's 2022-23 DPS:</p> <ul style="list-style-type: none"> - changes have been made to DPC's output structure, including disaggregating large outputs into smaller outputs that deliver homogenous services, and ensuring each output sits under one Ministerial portfolio. - all of DPC's outputs have a balance of quantity, quality, timeliness and cost measures. <p>DPC is currently reviewing performance measures and objective indicators (including developing baseline data) for the 2023-24 DPS. As part of this review, DPC's is working to ensure 'quantity' measures allow meaningful comparison over time (which ties into recommendation 3 below) to fully acquit this recommendation.</p> <p>DPC's 2022-23 DPS includes a performance measure (Average cost per activity delivered by Service Victoria) that measures service efficiency. DPC will continue this work for the 2024-25 DPS.</p>	31/05/2023	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	3	Yes		In progress	<p>DPC continues to work with DTF on options to enhance Victoria's resource management framework.</p>	1/06/2024	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	6	Yes		In progress	<p>DPC is currently finalising its data dictionary as part of its review of performance measures for the 2023-24 DPS.</p>	30/06/2023	
Department of Premier and Cabinet	Measuring and Reporting on Service Delivery	11	Yes		In progress	<p>A series of Benefit Management Workshops for Metro Tunnel Project has been completed in July 2022. As a result from those workshops, a set of refreshed measures were introduced and agreed for the MTP BMP which took into consideration of the current changing infrastructure landscape and network strategies.</p>	31/05/2023	
Department of Premier and Cabinet	Melbourne metro tunnel project - Phase 1 Early works	3	Yes		In progress	<p>DoT is currently working with key stakeholders to validate/verify assumptions and data used to support the updated BMP, ensuring the final matrix is accurate and that all benefits can be measured from both the baseline (Pre-Project) and the target point (Day 1 up to 18 months post).</p> <p>Expect to have the final BMP fully updated by end of Dec 2022.</p>	31/05/2023	

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Department of Premier and Cabinet	Personnel Security: Due Diligence Over Public Service Employees	8	Yes		In progress	Digital Victoria is consulting with the Office of General Counsel and external legal counsel, and an industry Digital Victoria advisory group, with contracts due for release by August 23. The new contracts will outline clearer obligations for suppliers and create greater flexibility for vendors.	1/09/2023	
Department of Premier and Cabinet	Personnel Security: Due Diligence Over Public Service Employees	9	Yes		In progress	As mandated by State Purchase contracts, user guides are being developed for the transition of the eServices register onto the Digital Marketplace Platform.	1/09/2023	
Department of Premier and Cabinet	Security of Government Buildings	1	Yes		In progress	DPC is progressing the development of the Victorian Protective Security Framework (VicPSF). Progress has been limited due to settling the scope of the framework within the current risk architecture and resourcing constraints. The terms of reference for the VicPSF working group (established to inform the framework) will be amended to focus on governance, physical and personnel security. The project will be re-vitalised into the new year.	31/12/2023	
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	1	Yes		Complete	Digital Victoria has undertaken an independent review of the Service Victoria Act in May 2022. The report examined the opportunities to expand the role and remit of Service Victoria in delivering and supporting digital services and to accelerate its use across government in the context of the Victorian Government's digital transformation agenda, including Digital Victoria and the Victorian Digital Strategy 2021 –2026. The Digital Victoria Interdepartmental Committee (IDC) was established 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. The CEO of Service Victoria is a member of this IDC. This meeting occurs monthly and Corporate Governance has sighted the Terms of Reference and Action Items from these meetings. Digital Victoria will continue to work across Victorian Government and with Service Victoria and other agencies to support operationalization of the Digital Strategy and the uptake of Service Victoria's services across government.	1/12/2022	
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	4	Yes		Complete	DPC has worked with Service Victoria and DTF to develop new BP3 measures to be included in future state budget reporting, setting targets for Service Victoria's transaction costs, volumes and number of services delivered. The new BP3 measures meet the Resource Management Framework Requirements.		1/12/2022
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	5	Yes		In progress	The Measure how content performs digital guide was updated in November 2022 and is accessible here https://www.vic.gov.au/measure-how-content-performs It includes a publicly available Customer Satisfaction dashboard for Single Digital Presence websites. It was also updated to include how digital content is currently being measured and changes to the Google Analytics Whole of Victoria Government account.	31/05/2023	
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	6	Yes		In progress	Public reporting mechanism for the delivery of digital services on the Service Victoria platform Digital service delivery via Service Victoria is now reported on annually via four BP3 measures <ul style="list-style-type: none"> • Number of new services Service Victoria delivers • Volume of activities delivered by Service Victoria • Average cost per activity delivered by Service Victoria • Overall satisfaction of customers completing a transaction on the Service Victoria digital customer platform https://www.dff.vic.gov.au/2022-23-state-budget/2022-23-service-delivery	31/05/2023	
Department of Premier and Cabinet	Service Victoria - Digital delivery of government services	7	Yes		In progress	Public reporting mechanism for reporting government information delivered by SDP Website delivery via Single Digital Presence uses a feedback survey to capture customer satisfaction, and a publicly available dashboard has been developed to display the results and see the trends over time. This dashboard is currently available for all websites on content.vic.gov.au.	31/05/2023	
Department of Premier and Cabinet	State Purchase Contracts	2	Yes		Complete	DTF systems produce a monthly data leakage report on Accounts Payable and department spend on State Purchase Contracts, which is reviewed quarterly by Digital Victoria. This reporting on department spend versus vendor data assists contract negotiations around discounts and legal/commercial terms, and alerts Digital Victoria to any non-compliance with contracting requirements.	1/12/2022	
Department of Premier and Cabinet	State Purchase Contracts	5	Yes		Complete	The WoVG IT Strategic Sourcing and Digital team use a risk based approach for assessing every State Purchase Contract (SPC), and each SPC has a risk working group. These assessments provide insight into the risk if the contract was not entered and/or if it is not fulfilled.	1/12/2022	

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Department of Premier and Cabinet	State Purchase Contracts	6	Yes		Complete	Digital Victoria implements a risk-based approach to monitor contract leakage. This approach includes the quarterly review of the DTF monthly Accounts Payable data leakage report on department spend versus vendor data, and risk-based assessments on every State Purchase Contract.	1/12/2022	1/12/2022
Department of Premier and Cabinet	State Purchase Contracts	9	Yes		Complete	Digital Victoria meets quarterly with DTF to discuss their Accounts payable data leakage report. As a continuous improvement measure, Digital Victoria speaks with customers about gaps with the required reporting process for State Purchase Contracts. This is the opportunity for the customer to advise if the contract is not-fit-for-purpose for the service offering.	1/12/2022	1/12/2022
Department of Transport and Planning	Accessibility of tram services	2	Yes		In progress	The database has been upgraded to allow for individual tram stops to be reported on. The database has also been upgraded to allow for de-commissioned tram stop records to be archived and removed from network compliance reports. Further database enhancements, with respect to allowing for all Disability Standards for Accessible Public Transport (DSAPT) compliance standards to be recorded, will be considered post the completion of the currently underway DSAPT reform process, expected to be completed in 2024.	30/09/2024	
Department of Transport and Planning	Accessibility of tram services	3	Yes		Complete	Across the network, DTP is progressively rolling out surface tactile indicators to kerbside stops to improve safety for passengers with low vision or who are blind. Upgrades are also being made to lighting, shelter and safety including enhanced line marking at some kerbside stops. Development of a Transport Accessibility Strategy is underway. This strategy details a range of initiatives that will assist in improving access across the public transport network, including an assessment of the functional accessibility across the tram network to identify and assist on prioritising action to address the most significant barriers to accessibility.	30/04/2023	30/04/2023
Department of Transport and Planning	Accessibility of tram services	4	Yes		Complete	The Department has aligned funding for DSAPT compliance works with planned, funded renewal works. This is supported by the 'Enhanced Renewals' process and the Tram Stop Rollout Strategy.		9/12/2022
Department of Transport and Planning	Accessibility of tram services	6	Yes		Complete	The Tram Stop Rollout Strategy (TSRS) project has completed initial work in the economic benefits space, including an Economic Benefits Report. In developing the 2022/23 Business Case a cost benefit analysis was completed for the first tranche of corridors to be delivered as part of the TSRS.		9/12/2022
Department of Transport and Planning	Accessibility of tram services	7	Yes		Complete	The strategy provides a whole program delivery timeframe that aligns with the rollout of low floor rolling stock (10+ years). The 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. Input from various stakeholders from within the department, including the Accessible Transport Advisory Committee (ATAC) and also Yarra Trams, was sought.		9/12/2022
Department of Transport and Planning	Accessibility of tram services	8	Yes		Complete	The strategy involved the update of the prioritisation framework which included accurate, complete and updated data on patronage, stop locations and other relevant demographics; included the development of the optimisation plan which identifies stops that will be upgraded, consolidated or removed; and, identifies priority corridors for future tram infrastructure upgrades. The strategy includes developing a regular update and review schedule for the prioritisation framework.		9/12/2022
Department of Transport and Planning	Accessibility of tram services	10	Yes		Complete	DTP has initiated development of best practice standards and approaches to accessible tram stops. DTP will undertake a tram stop corridor approach which ensures early and regular engagement with stakeholders as per the best practice engagement methods underpinned by the IAP2 framework. The 2022-23 budget included \$5.5 million to develop three corridors of level-access tram stops for future delivery, in Thornbury, Fitzroy and Footscray. The funding commences the development of a pipeline of tram stops, and a new approach to delivering stop upgrades in corridors, rather than as individual stops. Development work will be undertaken in partnership with local government, helping to ensure delivery is successful and timely. In 21-22 the former DoT and DEWLP also co-ordinated the implementation and development of the transport and planning reforms which focused on streamlining and accelerating approvals which will ultimately enable the tram stop program. DTP and MTIA regularly meet and co-ordinate knowledge-share opportunities to ensure innovative infrastructure practices and approaches are shared, captured, and implemented.	30/04/2023	30/04/2023
Department of Transport and Planning	Business Continuity During COVID-19	3	Yes		In progress	An operational process has been implemented to manage a two-year cycle for business impact analysis reviews.	30/06/2023	
Department of Transport and Planning	Business Continuity During COVID-19	4	Yes		In progress	An operational process has been implemented to manage a two-year cycle for business impact analysis reviews.	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Transport and Planning	Business Continuity During COVID-19	5	Yes		In progress	Action is currently on track.	30/06/2023	
Department of Transport and Planning	Business Continuity During COVID-19	6	Yes		In progress	Action is currently on track.	30/06/2023	
Department of Transport and Planning	Business Continuity During COVID-19	8	Yes		Complete	The lessons learnt process has been published on the internal departmental website and implemented.		2/03/2023
Department of Transport and Planning	Business Continuity During COVID-19	9	Yes		Complete	The post-incident report template provides a section to document prioritised activities, the recovery time objective and whether the prioritised activity was recovered within the maximum tolerable period of disruption. The lessons learned register includes the measure of time e.g. commencement of disruption to conclusion of disruption.		26/08/2022
Department of Transport and Planning	Freight Outcomes from Regional Rail Upgrades	8	Yes		Complete	Rail Services has developed a business case for freight network funding. Rail Services continues to work closely with V/Line to develop and implement short and medium-term freight network funding requirements.		9/12/2022
Department of Transport and Planning	Government advertising	4	Yes		Complete	Requirements have been included in DTP internal advertising processes.		30/04/2023
Department of Transport and Planning	Integrated Transport Planning	1	Yes		In progress	With the 2023 machinery of government changes, this piece of work requires additional input and continued work with the transport planning and policy area.	30/06/2024	
Department of Transport and Planning	Integrated Transport Planning	2	No	Response unchanged.	Discontinued			
Department of Transport and Planning	Integrated Transport Planning	3	Yes		Complete	Per agreed action, the Ministerial briefing template has been updated. Section 3 of the template requires the author to align their analysis and rationale for recommendations with the relevant objectives and decision making principles of the Transport Integration Act.		9/12/2022
Department of Transport and Planning	Integrated Transport Planning	7	Yes		In progress	Use of Network Pipeline in supporting investment advice is in place. This will continue to be aligned and linked to integrated planning for the transport network as this work is completed.	31/12/2023	
Department of Transport and Planning	Major Infrastructure Delivery Program Capability	1	Yes		In progress	DTP is continuing to work with Office of Projects Victoria and other agencies to monitor annual resourcing issues for current and future infrastructure pipeline.	31/12/2023	
Department of Transport and Planning	Major Infrastructure Delivery Program Capability	6	Yes		In progress	DTP will continue to work with Office of Projects Victoria (OPV) to access its analysis and forecasts, as they becomes available, to provide a better understanding of forecast demands across the key workforce areas. OPV's updated workforce shortages analysis is expected to be available later in 2023.	31/12/2023	
Department of Transport and Planning	Major Infrastructure Delivery Program Capability	10	Yes		In progress	DTP will coordinate with MTIA and other agencies to annually assess the delivery capability and capacity risks for the transport sector.	31/12/2023	
Department of Transport and Planning	Major Infrastructure Delivery Program Capability	11	Yes		Complete	In October 2022, the Victorian Government released the Victorian Rail Skills Strategy 2022-2026 that outlines how the Government is partnering with unions, industry, and the education sector to help grow the state's workforce and build the skills and capabilities to meet current and future challenges.		12/10/2022

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Department of Transport and Planning	Management of spending in response to COVID-19	1	Yes		Complete	The Procurement Policy has been updated to reflect the critical incident procurement process.		9/12/2022
Department of Transport and Planning	Managing Development Contributions	1	Yes		Complete	The recently prepared Roadmap for improving infrastructure contributions (roadmap) provides a strategic framework for infrastructure contributions and sets out actions to achieve a clearer, simpler, and fairer infrastructure contributions system over the next three years. The roadmap was prepared in consultation with the VPA and formulated using the recommendations of the Infrastructure Contributions Advisory Committee (Committee), who consulted widely in preparing their advice to Government. More specifically, Action 2 of the roadmap sets out a plan to improve and centralise infrastructure contributions advice and guidance over the next 12 months. This work is underway and includes new guidance on section 173 agreements, updated Development Contributions guidelines and additional clarity on the contributions tools available to councils via a consolidated contributions webpage. While not part of the roadmap, DELWP is also developing an outcomes monitoring framework for precinct structure plans in Melbourne's greenfield growth areas, to ensure infrastructure and services are keeping pace with population growth. A dedicated infrastructure contributions team was established within DELWP in 2021 to prepare and lead implementation of the roadmap and provide centralised policy, monitoring and review functions for contributions. This complements an existing team within the Planning Group responsible for policy, monitoring and review functions for the growth areas infrastructure contribution (GAIC). Taken together, these actions deliver on VAGO's recommended overarching strategic framework for infrastructure contributions.		28/04/2023
Department of Transport and Planning	Managing Development Contributions	5	Yes		Complete	In accordance with its terms of reference, the Committee undertook a review of current infrastructure funding arrangements and commissioned an economic and financing framework for funding and financing infrastructure in support of development. On this basis, the Committee advised that only basic and essential or catalytic infrastructure be funded through developer contributions. These recommendations will be further investigated as part of delivering Action 10 of the roadmap (the local infrastructure charge), in consultation with government and industry stakeholders.		28/04/2023
Department of Transport and Planning	Managing Surplus Government Land	2	Yes		Complete	With the machinery of government changes that came into effect 1 January 2023, the Land and Property team was transferred from the Department of Treasury and Finance to the Department of Transport and Planning (DTP). As part of this transfer the recommendation was also transferred to DTP. The Land and Property team has worked with various agencies to address this issue. The Department of Premier & Cabinet is now preparing advice for Government on options that could support native title holders consenting to the sale of Crown land.		30/04/2023
Department of Transport and Planning	Managing Surplus Government Land	3	Not applicable	With the machinery of government changes that came into effect 1 January 2023, the Land and Property team was transferred from the Department of Treasury and Finance to the Department of Transport and Planning (DTP). As part of this transfer the recommendation was initially accepted. On further assessment it was determined that DTP is not the responsible party to address this recommendation due to the Department of Premier and Cabinet (DPC) being responsible for reviewing land policies, programs and relevant land legislation. DPC is now leading a broad review of land policies and legislation that is expected to capture these and other policy amendments and seek Government approval.	Discontinued			

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Transport and Planning	Managing Surplus Government Land	4	Not applicable	With the machinery of government changes that came into effect 1 January 2023, the Land and Property team was transferred from the Department of Treasury and Finance to the Department of Transport and Planning (DTP). As part of this transfer the recommendation was initially accepted. On further assessment it was determined that DTP is not the responsible party to address this recommendation due to the Department of Premier and Cabinet (DPC) being responsible for reviewing land policies, programs and relevant land legislation. DPC is now leading a broad review of land policies and legislation that is expected to capture these and other policy amendments and seek Government approval.	Discontinued			
Department of Transport and Planning	Measuring and Reporting on Service Delivery	1	Yes		In progress	The Department is awaiting 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	31/03/2024	
Department of Transport and Planning	Measuring and Reporting on Service Delivery	2	Yes		In progress	The Department is awaiting guidance from Department of Treasury and Finance on standards for objective indicators before developing baseline data for objective indicators. The Department reviewed its output and output performance measures against the Resource Management Framework in the context of finalising the Departmental Performance Statements for the 2022-23 and 2023-24 budgets. We have disaggregated some outputs through creating sub-outputs and introduced new performance measures that have improved the balance of quantity, quality and timeliness measures. The Department is awaiting guidance from Department of Treasury and Finance on the use of unit costing and efficiency measures before undertaking a review of potential unit costing measures.	31/03/2024	
Department of Transport and Planning	Measuring and Reporting on Service Delivery	3	Yes		In progress		31/03/2024	
Department of Transport and Planning	Measuring and Reporting on Service Delivery	10	Yes		Complete	The Department provided footnotes for all performance measures that varied from their target by more than 5 per cent in the 2022-23 and the 2023-24 Departmental Performance Statements. The Department has identified that one expected outcome variance footnote was omitted from the final published Departmental Performance Statement, in error.		26/08/2022
Department of Transport and Planning	Measuring and Reporting on Service Delivery	11	Yes		Complete	The Department updated its existing data dictionary to reflect changes to performance measures in the 2022-23 and the 2023-24 Departmental Performance Statement.		26/08/2022
Department of Transport and Planning	Melbourne metro tunnel project - Phase 1 Early works	3	Yes		Complete	DTP has reviewed the current level of investment in rail infrastructure and systems as well as operating and performance assumptions. As a result, several changes to benefits, key performance indicators, measures, baselines, targets, and underlying assumptions were made given the changed rail project landscape.		28/04/2023
Department of Transport and Planning	Melbourne Metro Tunnel project Phase 2: Main works	1	Yes		In progress	Rail Projects Victoria has implemented the recommendation and is updating the forecast risk requirements at a P50 and P90 probability on a periodic basis.	31/12/2025	
Department of Transport and Planning	Melbourne Metro Tunnel project Phase 2: Main works	3	Yes		In progress	Rail Projects Victoria has been working with stakeholders in the Parkville precinct since 2017 to ensure that suitable arrangements are in place prior to the Metro Tunnel testing and commissioning phase commencing in the second half of 2023.	31/12/2023	
Department of Transport and Planning	Protecting Victoria's Coastal Assets	2	Yes		In progress	With the machinery of government changes that came into effect 1 January 2023, this recommendation was transferred from the former Department of Environment, Land, Water and Planning (DELWP) to the Department of Transport and Planning (DTP). On further assessment DTP has determined that it should not be the responsible party to address this recommendation due to the Department of Energy, Environment and Climate Action (DEECA) having responsibility for marine and coasts, and continuing to work with coastal land managers. DTP is currently working with DEECA to formalise the transfer of this action.	30/10/2020	

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Department of Transport and Planning	Protecting Victoria's Coastal Assets	4	Yes		Complete	DTP undertakes an annual attestation against the Asset Management Accountability Framework and has uplifted its asset management practices in accordance with the framework. DTP has developed various documentation to provide guidance on risk assessment and performance management of roadside geotechnical hazards, this include the Risk Management of Road Geotechnical Hazard Technical Note (TN96, April 2022). DTP has asset inventory information for built and major assets. In particular, a Geotechnical Monitoring Database was developed to capture a register of assessment, considerations, decisions, and risk rating over time. Additionally, at some high-risk sites along the Great Ocean Road, weather stations and moisture sensors have been installed to monitor climate change. The information in this database triggers the monitoring frequently and subsequently investment required. The Earthworks & Land Under Road Service Framework was developed to outline the business rules on how DTP conducts its asset management practices, processes and investment decisions. This document is presently being reviewed and updated to meet the new DTP's Asset Management Document hierarchy format. A Road System Strategy has been developed to provide strategic approaches and principles on how DTP manages all road assets over its lifecycle. The Strategy has incorporated a consideration of Sustainability and Climate Change Policy and a Transport Climate Change Adaptation Action Plan. In acquitting this recommendation the Minister for Planning approved three themes to improve landowner awareness and accountability of bushfire approvals developed by a cross agency working group, and that the potential initiatives under each theme be further tested. The department (DELWP) has re-established a cross agency working group and are examining the initiatives further. The Safety Barrier Asset System was deployed in April 2023.	30/04/2023	
Department of Transport and Planning	Protecting Victoria's Coastal Assets	5	Yes		Complete			30/04/2023
Department of Transport and Planning	Reducing Bushfire Risks	15	Yes		Complete			28/04/2023
Department of Transport and Planning	Safety on Victoria's Roads - Regional Road Barriers	6	Yes		Complete			30/04/2023
Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	1	Yes		In progress	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.		
Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	2	Yes		In progress	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.		
Department of Treasury and Finance	Accessing Emergency Funding to Meet Urgent Claims	4	Yes		In progress	This recommendation will be implemented at the next scheduled update to the Model Financial Report	30/03/2024	
Department of Treasury and Finance	Business Continuity During COVID-19	1	Yes		In progress	DPC and DTF are developing an approach to work with the WoVG Risk Management Committee to compile a list of prioritised services, noting that these might vary depending on the type and length of interruption.	31/12/2023	
Department of Treasury and Finance	Business Continuity During COVID-19	2	Yes		In progress	DPC and DTF are developing an approach to work with the WoVG Risk Management Committee to review existing BCPs. DPC is considering protocols and mechanisms to incorporate the initiation of advice to departments based on certain trigger conditions.	31/12/2023	
Department of Treasury and Finance	Business Continuity During COVID-19	3	Yes		Complete	Groups are already required to review business impact analysis, twice a year, Feb and August. BCM Policy CM D23/25298 BCM Guidelines CM D23/25308		30/03/2023

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Treasury and Finance	Business Continuity During COVID-19	4	Yes		Complete	Groups are required to undertake business impact analysis twice annually in Feb and August and these occurred in 2022. BCM Policy CM D23/25298 BCM Guidelines CM D23/25308 Group BCP template CM D23/25306		30/06/2022
Department of Treasury and Finance	Business Continuity During COVID-19	5	Yes		Complete	Every two years, there is a requirement under the BCM Policy (refer section 'Review and update') to undertake scenario testing involving select DTF Groups. (Note: Planning is underway for a scenario test during May 2023). Scenario validation and testing is supported by the Group BCM Guidelines (refer sections '7.1 Business impact analysis', '7.2 Risk assessment', '7.3 Strategy selector', '7.5 Train, test and maintain' and '11. Governance'). D23/43723, Draft BCM Exercise Concept Document (v1) Three mandatory training modules have been developed for staff who have dedicated BCM responsibilities: • Business Continuity Management: Overview • Business Continuity Management: Group Business Continuity Plan Preparation • Group Business Continuity Plan: Activation and Management. These will be shared with staff involved in BCP updates prior to that process commencing. Module 1: D23/43727 Module 2: D23/43729 Module 3: D23/43730		30/03/2023
Department of Treasury and Finance	Business Continuity During COVID-19	6	Yes		Complete	The Group BCM Guidelines (refer section '9. Incident reporting) articulate the need to report impacted business activities, recovery time objectives that have not been met and any other business activities that may be at risk.		31/12/2022
Department of Treasury and Finance	Business Continuity During COVID-19	8	Yes		Complete	BCM Guidelines CM D23/25308 DTF does not have a post-incident report template. Instead, a set of minimum incident reporting requirements (for each critical activity, as relevant) are stipulated in the Group BCM Guidelines (refer section '9. Incident reporting'). The BCM function supporting the BCMIT will determine the appropriate format to obtain this information in line with the guidelines.		31/12/2022
Department of Treasury and Finance	Compliance with the Asset Management Accountability Framework	10	Yes		In progress	BCM Guidelines CM D23/25308 The action will be completed following the reporting of maturity assessments in annual reports.	30/09/2023	
Department of Treasury and Finance	Compliance with the Asset Management Accountability Framework	11	Yes		In progress	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.	30/09/2023	
Department of Treasury and Finance	Government advertising	6	Yes		In progress	Recommendation 6 (Part 1) - In progress - DTF Accounting Policy are currently incorporating the updated advertising disclosures received from DPC into FRD22 and the Model Report. Recommendation 6 (Part 2) - Complete - DPC has been provided with full access to the reporting dashboard system. Recommendation 6 (Part 3) - In-progress - DTF Accounting Policy are currently incorporating the updated advertising disclosures received from DPC into the FRD22 and Model Report.	1/07/2023	
Department of Treasury and Finance	Implementing a New Infringements Management System	4	Yes		In progress	DTF has prepared updates to the Recommendation Action Plan template. Updates to Gateway guidance documents are being progressed. Implementation is delayed as now being combined into 1 update for the guidance materials associated with the review of the Gateway Review process in late 2022.	3/07/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Department of Treasury and Finance	Implementing a New Infringements Management System	5	Yes		In progress	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. Communication plans for reviewers and updates to Gateway guidance documents are being progressed. Implementation is delayed as changes are now being combined into one update to the guidance materials associated with the review of the Gateway Review process. DTF notes that this recommendation is already occurring in practice.	3/07/2023	
Department of Treasury and Finance	Implementing a New Infringements Management System	7	Yes		In progress	Communication plans for reviewers and updates to Gateway guidance documents are being progressed. Implementation is delayed as changes are now being combined into one update to the guidance materials associated with the review of the Gateway Review process.	3/07/2023	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	1	Yes		Complete	OPV now routinely provide advice to government on industry capacity to respond to proposed growth in the infrastructure pipeline as part of budget processes. OPV is updating its workforce shortages analysis for the construction sector occupations relevant to infrastructure with updated data sources from Infrastructure Australia and following the 23-24 Budget. OPV has established this as an annual process, with additional points throughout the year providing additional analysis (at budget time)		1/07/2022
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	4	Yes		Complete	This work is complete. The Estimating Employment Impacts Model (EEM) - industry workforce demand model, can now estimate cumulative workforce demand across the Government's infrastructure pipeline, following enhancements made to the model in 2021. The analysis is now routinely updated to reflect updated data from Infrastructure Australia and budget decisions.		30/09/2022
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	7	Yes		In progress	OPV worked with DTF and DPC to provide advice to the Government as part of the 2023-24 budget process. OPV will work with DTF and DPC to inform budget decisions, and delivery agencies to advise on scheduling and planning. OPV will also work with VSA, AV and DE on influencing and directly addressing workforce shortages. Further work, to understand the extent that shortages and risks are being addressed by existing mitigation actions that the government and industry are delivering, will occur informed by OPV's analysis and expertise.	30/06/2023	
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	8	Yes		Complete	OPV has briefed delivery agencies and relevant departments (DUSIR, DE, VSA) on the estimated size and timing of labour shortages and risks across occupations needed to deliver the government pipeline. The analysis was completed in 2022 and will be updated in 2023 and relevant government departments and agencies will be advised in due course through the CLG.		30/09/2022
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	9	Yes		In progress	This work is well advanced, noting it is also has a number of ongoing components, including engagement with industry. OPV has also signed deed of understanding with Infrastructure Australia to gain access to Victorian level market capacity forecasts on a yearly basis.		
Department of Treasury and Finance	Major Infrastructure Program Delivery Capability	11	Yes		Complete	OPV continues to collaborate with other agencies to provide advice to the Government on skills shortages and solutions to labour shortages. OPV has established the Construction Leadership Group (CLG) and the Construction Leadership Group Workforce Advisory Group (CLGWAG). The purpose of the CLG WAG is to identify workforce capacity and capability challenges related to the delivery of Victorian public infrastructure, and to determine and share best practice initiatives to address these challenges. The CLG WAG meets quarterly and provides advice to CLG as requested.		30/06/2022
Department of Treasury and Finance	Major Projects Performance	1	Yes		Complete	Completed with the online publication of the State Capital program 2022-23 dashboard available via the budget page on the DTF website. DTF agreed to do this on an annual basis and preparation is underway with OPV on the 2023-24 budget version of the dashboard		30/06/2022
Department of Treasury and Finance	Major Projects Performance	3	Yes		In progress	Partially complete with ongoing Construction Leadership Group meetings including lessons learned for cross departmental information. The new database to collate and analyse assurance outcomes is in progress. Work is underway on product design with a target date of the second half of 2023.	3/07/2023	
Department of Treasury and Finance	Major Projects Performance	5	Yes		Complete	DTF has implemented the functionality to be able to track historical project data for projects entered into SRIMS since November 2022.		30/11/2022
Department of Treasury and Finance	Management of spending in response to COVID-19	13	Yes		Complete	COVID-19 costs for 2021-22 were reported in the Annual Financial Report.		14/04/2023

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Department of Treasury and Finance	Management of spending in response to COVID-19	14	Yes		Complete	DTF is continuing to collect data from departments on COVID-19 costs on a six monthly basis.		14/04/2023
Department of Treasury and Finance	Management of spending in response to COVID-19	16	Yes		Complete	DTF provides updates on COVID-19 related costs to the DTF Board and relevant details as part of COVID-19 6-monthly reporting requirements.		6/04/2023
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	1	Yes		In progress	DTF is working on options for broader performance reforms. A service logic model is a component of these reforms and will need to be considered in the context of the overall performance framework. The timeframe has been extended to enable sufficient time for development, engagement and consultation given the complexity of this reform.	1/06/2024	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	2	Yes		In progress	DTF is preparing an update to the Resource Management Framework to be delivered in 2023. Further improvements to the Resource Management Framework will be considered as part of broader performance reforms.	1/07/2023	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	3	Yes		In progress	DTF is preparing an update to the Resource Management Framework to be delivered in 2023. DTF's update will include guidance around unit costings and efficiency measures.	1/07/2023	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	4	Yes		In progress	DTF is reviewing the Resource Management Framework's guidance to identify improvements. DTF is currently developing options including for a service logic model. As a result of ongoing consultation, timeframes have been updated.	1/06/2024	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	5	Yes		Complete	DTF has undertaken a desktop review of compliance by departments with the performance management requirements in the Resource Management Framework. The findings of this review will be used in future departmental performance statement processes and in identifying improvement opportunities to the performance management framework.		31/10/2022
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	6	Yes		In progress	DTF is consulting with the Department of Premier and Cabinet on the Outcomes Reform in Victoria policy and how to incorporate the lessons learned and key benefits into performance management reform opportunities. DTF also continues to monitor better practices across other jurisdictions to identify suitable performance management reform opportunities.	1/06/2024	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	7	Yes		In progress	DTF has commenced development of a guidance template for data dictionary development and recording of data methodologies that is consistent with the recommendations in VAGO's Fair Presentation of Service Delivery Performance 2022 report. The timeframe has been extended to enable sufficient time for development, engagement and consultation given the complexity of this reform.	30/06/2024	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	8	Yes		In progress	DTF is continuing development of options for a public online dashboard of performance measures. The timeframe has been extended to enable sufficient time for development, engagement and consultation given the complexity of this reform.	1/06/2024	
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	10	Yes		Complete	Additional guidance was added in the 2022 Resource Management Framework, Section 2.3 Departmental performance statements, to provide additional guidance on footnotes for explaining variances from target to actual, to address feedback from the Victorian Auditor General's May 2021 report Measuring and Reporting on Service Delivery.		1/07/2022
Department of Treasury and Finance	Measuring and Reporting on Service Delivery	11	Yes		In progress	DTF is preparing an update to the Resource Management Framework expected to be delivered in 2023. This update is planned to include guidance on best-practice data methodology and data documentation. Subsequent to the introduction of additional guidance within the Resource Management Framework, departments can review performance and output methodologies against the guidance.	1/07/2023	
Department of Treasury and Finance	Melbourne metro tunnel project - Phase 1 Early works	2	Yes		Complete	The OPV Project Assurance Review (PAR), completed in June 2021 for the Metro Tunnel Project, provided a point in time assessment of the contingency funding.		1/06/2021
Department of Treasury and Finance	Melbourne metro tunnel project - Phase 1 Early works	3	Yes		In progress	DoT are responsible for updating the MTP Business Case assumptions to include new future programmed investments to estimate revised passenger demand profiles.	3/06/2024	

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Department of Treasury and Finance	Melbourne Metro Tunnel project Phase 2: Main works	1	Yes		Complete	A PAR was completed in June 2021 making recommendations to re-baseline the entire project budget. RPV has subsequently presented and attained government approval to a revised TEI, inclusive of contingency provisions. The project is preparing for the commencement of customer services.	30/06/2021	
Department of Treasury and Finance	Personnel Security: Due Diligence Over Public Service Employees	13	Yes		In progress	Further recruitment and selection training, focusing on leading practice, has been developed and piloted on two selected groups in DTF. Due to uncertainty with the operating model moving forward, more clarity will be required on DGS policies and procedures so appropriate training can be developed	29/12/2023	
Department of Treasury and Finance	Sexual Harassment in the Victorian Public Sector	2	Yes		In progress	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. DTF continues to manage a culture of respect and safety that supports reporting, speaking up and fosters appropriate workplace behaviour. There has been a delay in VEOHRC developing the sexual harassment eLearn training. DTF has developed a comprehensive presentation and education session to ensure there is no delay in facilitating the recommended Sexual Harassment training. The target date for completion is end of September 2023.	30/09/2023	
Department of Treasury and Finance	The Victorian Government ICT Dashboard	5	Yes		Complete	DTF notes that the central financial management system already includes specific accounts (as a common Chart of Accounts element) for the recording of ICT related expenditure across the operating statement and balance sheet to support its role in administering the State's statutory reporting requirements and obligations for strategic management of financial resources. The Department of Government Services (DGS) manages the Victorian Government ICT Reporting Standard, which outlines the requirement for Victorian Government departments and agencies to disclose ICT expenditure (BAU and non-BAU) annually in the financial reporting process. DTF has also incorporated the annual ICT expenditure reporting requirement into the Financial Reporting Direction (FRD) 22, section 5.17, as part of the reporting process to discharge its policy responsibility.		
East Gippsland Shire Council	Protecting Victoria's Coastal Assets	4	Yes		In progress	DTF further notes that capital ICT expenditure with Total Estimated Investment above \$250k primarily funded through the annual budget process is individually disclosed in Budget Paper No. 4, State Capital Program. Council has finalised and adopted asset management plans including a plan for open space assets, which covers coastal reserves. Council has also commenced the development of the municipal marine and coastal plan for East Gippsland, following the guidelines that as set by the Marine and Coastal Management Act 2018.	30/06/2024	
East Gippsland Shire Council	Protecting Victoria's Coastal Assets	5	Yes		In progress	Council has finalised and adopted asset management plans including a plan for open space assets, which covers coastal reserves. Council has also commenced the development of the municipal marine and coastal plan for East Gippsland, following the guidelines that as set by the Marine and Coastal Management Act 2018.	31/12/2024	
East Gippsland Shire Council	Protecting Victoria's Coastal Assets	6	Yes		In progress	In 2022 Council developed a pilot model for identifying implications of climate change at a local level and applied this to Mallacoota. Funding is currently being sought to roll this model out across the municipality. Checklists are embedded into Council's Asset Management Plans for its main asset classes. This recommendation is now completed. Council has undertaken implementation of appropriate access and data security controls for its corporate CCTV systems.	31/12/2024	
East Gippsland Shire Council	Security and Privacy of Surveillance Technologies in Public Places	8	Yes		Complete			22/12/2022
Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	7	Yes		In progress	EPA reviewed key controls within the standard risk assessment framework (Code of Practice - onsite wastewater management). Re-developed Onsite Wastewater Management Systems (OWMS) guidance will replace the Code of Practice. The OWMS guidance will be accompanied by technical guidance. EPA intends that these two pieces of guidance be released for public consultation on Engage Victoria in June 2023 and be published by December 2023.	1/07/2023	

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Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	9	Yes		In progress	EPA identified the necessary elements for a re-developed model onsite wastewater management plan (OWMMP). EPA and DEECA (previously DELWP) Environment Protection Branch is leading a separate piece of work to identify the appropriate instrument to house the requirement for an OWMMP as part of the saved SEPP Waters saved clauses project. Key next steps will include the development of a consultation draft of critical elements of OWMMP and stakeholder consultation on the draft.	1/07/2023	
Environment Protection Authority Victoria	Managing the Environmental Impacts of Domestic Wastewater	13	Yes		In progress	Remaining elements of this recommendation are led by DEECA (previously DELWP) in line with its role as portfolio department to lead legislation, including the overall assessment of options to improve the processes to connect properties to sewer. EPA's component of this recommendation was completed with the introduction of the EP regulations in 2021. This information is available on EPA website and will be reflected in the updated OWMMS guidance.	1/07/2023	
Environment Protection Authority Victoria	Recovering and reprocessing resources from waste	17	Yes		Complete	The following initiatives have been implemented to enhance EPA digital systems to improve regulatory oversight and assessment of EPA effectiveness and capability uplift of its staff, including dedicated quality assurance resources: 1. The completion of the EPA Digital Transformation program has increased EPA's ability to detect and respond to instances of environmental non-compliance and illegally disposed waste. The new Microsoft Dynamics (CRM) system built throughout the transformation program provides a single platform for viewing EPA compliance and enforcement activities across a range of different parameters. In addition, through the EPA target operating model implementation in November 2022 EPA has created a chief quality officer position within the Authority and dedicated quality assurance staff to review Authorised Officer performance, record management and adherence to procedure. 2. As part of the Digital Transformation program, EPA designed and built the Waste Tracker component of the CRM system to enable live tracking of Reportable Priority Waste (RPW) movement across Victoria in real time. The system design includes mobile phone application and web portal interfaces which allows duty holders to input waste details into the Waste Tracker system during consignment, transport and disposal / receipt. This increased digital functionality has provided EPA with an improved dataset and EPA waste tracker reports that are repeatable / automated which are utilised for the identification and direction of compliance and enforcement activities. Static reports were available from 30/06/2022 with fully automated reports 30/12/2022. 3. The Regulatory Excellence Program as part of Digital Transformation program collaboratively designed and implemented a new model of regulatory excellence that ensured capability, risk, continuous improvement and principles of a learning organisation were embedded.	30/06/2022	
Environment Protection Authority Victoria	Supplying and Using Recycled Water	2	Yes		In progress	Since conclusion of the audit, EPA has actively contributed to DEECA's development of a risk assessment framework for the use of recycled water for environmental flow. Business planning for financial year 2022/2023 allocated EPA resources to proceed with guideline development. Through guideline development in 2022, challenges have been identified within existing state environment protection and water frameworks to accommodate recycled water for environmental flow use. These challenges have resulted in delivery delays. EPA and DEECA are analysing solutions to resolve these challenges and proceed with further guideline development in 2023.	31/12/2023	
Frankston City Council	Sexual Harassment in Local Government	3	Yes		In progress	Sexual Harassment procedure updated in April 22 and includes sexual harassment by clients. Any instances of sexual harassment are addressed under the process outlined in the "Unreasonable Customer Conduct Protocols". These protocols are being further reviewed to be more explicit in relation to sexual harassment. Additionally, the Gender Equality Officer is regularly conducting education sessions with teams to ensure that all staff are encouraged to report any instances of sexual harassment as well as more regular communication about what constitutes sexual harassment and how to report included in the People & Culture quarterly update. Further work is scheduled to develop posters on appropriate respectful behaviour to be positioned in the main activity centres.	31/07/2023	
Gannawarra Shire Council	Maintaining Local Roads	1	Yes		In progress	GSC has finalised a plan and is working on updating its road asset management documentation. Currently the Council is inspecting its road network on a three yearly basis, which is aligned with the AARB guides. Previous road condition results were not accepted by the GSC due to low quality data - next condition survey works are progressing through Procurement stage and are planned for late 2023.	30/06/2024	
Gannawarra Shire Council	Maintaining Local Roads	3	Yes		In progress	GSC is still working to address this through the RCTP collaboration project with neighboring councils Swan Hill and Buloke, through procuring a standardised asset management program. The project has successfully progressed to the tendering stage of the Procurement phase. Target date revised as the progress was delayed due to the 2022 floods and staff shortages.	30/06/2025	

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Gannawarra Shire Council	Maintaining Local Roads	5	Yes		In progress	The Council is working on implementing the new Total Asset Management System (same as for the Item No. 3). The Asset Maintenance module of the upgraded asset management system will have a reporting component for labour hours / consumables used enabling the Council to track and analyse reactive maintenance costs per asset / asset groups and link with the planned maintenance planning process / planning of annual renewal program applying engineering design-based alternative treatments to maintenance "hot spot" road sections.	30/06/2025	
Gannawarra Shire Council	Maintaining Local Roads	7	Yes		In progress	The Council is reviewing assets data accuracy via a process incorporated into asset condition assessments / valuations, the Council will undertake this process during the second half of 2023. Major data review is planned to occur as part of the data transitioning stage of the implementation of a new Total Asset Management System (linked with Items No. 3 & 5). The data quality assurance process will be part of the new assets management system administration tasks and will be linked to the software in-built analytics capabilities / asset data update process.	30/06/2025	
Gannawarra Shire Council	Maintaining Local Roads	8	Yes		In progress	The Council is working to implement a new asset management system which will have an Asset Maintenance module with the reporting capability enabling the collection of the required reactive / planned maintenance information. The process will be developed to evaluate the recorded maintenance data for inclusion in the RMP reporting process and for decision making in relation to maintenance / renewals works.	22/12/2025	
Gannawarra Shire Council	Maintaining Local Roads	9	Yes		In progress	For the road pavement renewals work the Council annually benchmarks the incurred costs per sq.m. against the GSCs contracts and publicly available data, as part of the revaluation process. Road resalts costs are based on the publicly tendered contract to achieve best value. To improve further the Council is working to introduce a more advanced asset management system / modeling solution (Item No. 3) which will enable recording additional road traffic loads / strategic planning data against road assets which can be used to determine the appropriate alternative treatment for the future use of the road.	30/06/2025	
Gannawarra Shire Council	Maintaining Local Roads	12	Yes		In progress	GSC is refining and trialling a new process of reporting RMP performance to Council on 6 monthly basis, including the review of the practicality of RMP standards. A % based KPIs will be developed and incorporated into the future reports. Expectation is that the process will become established in 12 months time.	30/06/2024	
Grampians Health	Clinical Governance: Health Services	1	Yes		Complete	Grampians Health (GH) governance framework has been included in staff education sessions 'How you can contribute to Quality', GH KPI reporting template is used at all Operational and Governance Committees Board and Executive (Chief's) have participated in the SCV & IHI Clinical Governance Leadership Pilot in Aug 2021. Quality reporting uses the GH governance framework in agenda and minute templates. KPI report redesigned under the elements of the governance framework. Grampians Health (GH) Governance framework is due for annual review in August 2023, as part of the amalgamation of the org wide committee structure was reviewed to reflect the framework. RiskMan Q education delivered (continues), reporting of initiatives on display. Position descriptions for GH contain statements about quality and safety expectations within various roles. GH Organisation wide audit schedule reviewed and completed this will occur annually. Local unit audit schedules updated and provided to Managers for completion by local portfolio holders/champions i.e. Hand hygiene auditors	1/08/2022	
Grampians Health	Clinical Governance: Health Services	3	Yes		Complete	"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 through 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. The organisation 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	
Grampians Health	Clinical Governance: Health Services	5	Yes		Complete	'Lesson from Losses' added to PDP calendar and organisation induction to demonstrate importance of correct patient identification. Framework for collection and use of consumer stories reviewed and collection commenced. Register developed. Consumer story presented monthly at every Governance and Operational Committee and the GH Quality and Safety and Board Quality committee. the consumer stories include reflective questions to generate discussion and links to improvement opportunities.	8/11/2022	
Grampians Health	Clinical Governance: Health Services	12	Yes		Complete	Board KPI report has been updated and includes; reasons, actions to improve and committee/person responsible where required. Further work has been reviewed and refined Grampians Health KPI report and what is reported. Outcomes are required to be action orientated with a documented timeframe.	1/08/2022	

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Grampians Health	Clinical Governance: Health Services	13	Yes		Complete	The CSI at BHS has recently completed a Change Impact Statement to align the 4 health services Quality teams. Now known as GH Quality Team. Investigations are centralised and lead by a team member with appropriate skills. Team members have and continue to undertake professional development in RCA/Clinical investigations, SAPSE, Statutory Duty of Candour and Quality Improvements. Risk and Compliance Gov docs have been reviewed, Risk framework has been reviewed with a GH lens. Team members are participating in an ongoing skills and knowledge development program to build capability. Currently the new staff in the Safe Systems and Performance workgroup within the Quality Team are progressing newly assigned investigations and the Clinical Risk Lead is following up all the outstanding investigations. All clinical investigations are now being conducted with a Quality team member taking a lead role. The GH Board and the Executive (Chiefs) have participated in sessions with VIMA and IHI as recently as March and June 2023		5/01/2023
Grampians Health	Clinical Governance: Health Services	15	Yes		Complete	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. ISRs, ISRs and ISRs are analysed twice a year to determine common themes or clusters relating to clinical service or unit and common cause or contributing factors and reported through governance, operational and Board committees		2/09/2022
Grampians Health	Clinical Governance: Health Services	16	Yes		Complete	Agreed management actions specified at time of tabling still relevant		1/05/2022
Grampians Health	Clinical Governance: Health Services	17	Yes		Complete	Outcome measure with guidance added to the clinical investigation template.		31/05/2022
Grampians Health	Clinical Governance: Health Services	18	Yes		Complete	Added to the Risk Reduction Action Plan that is tabled at board quality and safety committee		31/05/2022
Grampians Health	Efficiency and Effectiveness of Hospital Services: Emergency Care	1	Yes		Complete	Category 3 patient stays within BHS were addressed via revised policy and procedure guidelines, and resources allocated accordingly. Item complete. New entity of Grampians Health formed in 2021. Grampians Health is undertaking work on emergency systems improvement to reduce length of stay for all categories of patient presentations. This includes via the SCV initiative 'Timely Emergency Care Collaborative (TECC).		31/12/2022
Grampians Health	Efficiency and Effectiveness of Hospital Services: Emergency Care	2	Yes		Complete	Ballarat Health Services (BHS) developed whole of hospital and whole of organisation approaches to improve emergency department flow. Central to this is the development and implementation of the Daily Operating System (DOS), which delivered improved communication and more timely flow across both the Ballarat Base Hospital and Queen Elizabeth Centre campuses. Item complete. New Entity Grampians Health formed in 2021. Grampians Health continues to build on the work completed at BHS to enable continuous improvement in emergency patient flow across all Grampians Health Emergency Departments and Urgent Care Centres.		31/12/2022
Great Ocean Road Coast and Parks Authority	Protecting Victoria's Coastal Assets	5	Yes		In progress	1. Complete—Previously reported as completed in the Authority's May 2022 response to VAGO recommendations. 2. In progress—A key supporting action from the Authority's draft Asset Management Strategy is to develop a risk and impact assessment of the climate change on our coastal assets. This assessment is in its infancy and will be a priority for the Authority and its asset management planning. The first pass of this assessment is planned for completion by 30/06/2024. We have also commenced a whole of coast 'Coastal Resilience' scoping study that will ensure our coastal hazard management is in alignment with the Victorian Coastal Resilience Guidelines 2100+. Data and information generated from this project will support our approach to coastal and asset management and refine models used to identify the scale of coastal hazards. 3. In progress—Work is ongoing to develop an asset management strategy and 4 asset management plans that will collectively address this action. The draft strategy will be finalised by 31/12/2023 and the supporting plans will be finalised by 31/12/2024. The Visitor Risk Framework is now part of our standard 6 monthly reserve inspections, these inspections are designed to detect safety issues and major defects but doesn't replace the need for detailed asset audits. **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 implementation progress against this recommendation.	31/12/2024	

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Hindmarsh Shire Council	Local Government Assets: Asset Management and Compliance	1	Yes		In progress	Limited resources have stopped further progress as the resources were diverted to Flood Recovery.	31/12/2024	
Hindmarsh Shire Council	Local Government Assets: Asset Management and Compliance	2	Yes		In progress	Photographic evidence for DRFA contracted to be completed in June 2023. Ongoing condition and valuation timetable for asset management. Upgrade of Asset Management software approved by Council April 2023.	31/12/2024	
Hindmarsh Shire Council	Local Government Assets: Asset Management and Compliance	5	Yes		In progress	Pathways and Buildings to be the next Management Plans to be adopted by Council in 2024.	31/12/2024	
Horsham Rural City Council	Reporting on Local Government Performance	6	Yes		Complete	Indicators are developed and confirmed. Quarterly reporting, including finance performance, customer service, service performance indicators, Councilor expenses, progress against Annual Action Plan and Capital Works. Reported to decision makers and community via EMT, the Council Briefing and Council Meeting		6/12/2022
Horsham Rural City Council	Reporting on Local Government Performance	8	Yes		Complete	Indicators are developed and confirmed. Quarterly reporting, including finance performance, customer service, service performance indicators, Councilor expenses, progress against Annual Action Plan and Capital Works. Reported to decision makers and community via EMT, the Council Briefing and Council Meeting		6/12/2022
Horsham Rural City Council	Reporting on Local Government Performance	9	Yes		Complete	Indicators are developed and confirmed. Quarterly reporting, including finance performance, customer service, service performance indicators, Councilor expenses, progress against Annual Action Plan and Capital Works. Reported to decision makers and community via EMT, the Council Briefing and Council Meeting		6/12/2022
Hume City Council	Fraud Control Over Local Government Grants	1	Yes		Complete	The Grant Giving Policy requires everyone involved in reviewing, assessing and approving grants must complete Fraud, Corruption and Conflict of Interest training prior to participating in Panels. They must also adhere to Council's Conflict of Interest policies and requirements (clauses 4.4 and 5.12 of the Policy).		8/08/2022
Hume City Council	Fraud Control Over Local Government Grants	2	Yes		Complete	The Grant Giving Policy includes the requirements for assessing each application and communicating outcomes (clauses 5.5, 5.15 and 5.20 of the Policy).		8/08/2022
Hume City Council	Fraud Control Over Local Government Grants	3	Yes		Complete	Clause 5.3 of the Policy states that anyone empowered to approve grants (e.g. Councilors) will not be involved in the assessment of applications.		8/08/2022
Hume City Council	Fraud Control Over Local Government Grants	4	Yes		Complete	Clause 5.16 of the Policy requires all grant programs to include a financial acquittal to ensure monies are spent in accordance with the signed Agreement.		8/08/2022
Hume City Council	Fraud Control Over Local Government Grants	5	Yes		In progress	The Evaluation Framework is being finalised.	30/06/2023	
Hume City Council	Fraud Control Over Local Government Grants	6	Yes		Complete	All of Council's grant giving programs will be managed within Council's online administration system (i.e. SmartyGrants) to ensure records are maintained and fully auditable (clauses 5.2 and 5.19).		8/08/2022
Hume City Council	Fraud Control Over Local Government Grants	8	Yes		Complete	The Hume City Council Grant Giving Policy was adopted by Council on 8 August 2022.		8/08/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Hume City Council	Fraud Control Over Local Government Grants	9	Yes		In progress	Workshops will be held in the 2023/24 financial year to update the Strategic and Operational Risk Registers following the adoption of the Risk Appetite Statement and update of the Risk Management Framework.	31/12/2023	
Hume City Council	Fraud Control Over Local Government Grants	10	Yes		In progress	1. Complete - Fraud and corruption training is included in Councilor induction training and the refresher training in year 3 of the Council term (Complete). 2. In progress - Fraud risks in grant programs will be incorporated into future Fraud and Conflict of Interest training. 3. Complete - All staff involved in grants programs are required to complete Fraud, Corruption and Conflict of Interest training prior to being granted access to the Smarty/Grants system (clause 5.2 of the Policy).	30/06/2023	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	2	Yes		In progress	Council has engaged an external consultant to conduct a review of Council's CCTV systems. This review will include a review of all installed CCTV systems to ensure they are compliant with the current CCTV Policy.	31/12/2023	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	4	Yes		In progress	Council has engaged an external consultant to conduct a review of Council's CCTV systems. This review will include the development of site specific operating procedures based on the Standard Operating Procedures template that has already been developed.	31/12/2023	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	7	Yes		In progress	The abovementioned review will include a review and update of CCTV signage.	31/12/2023	
Hume City Council	Security and Privacy of Surveillance Technologies in Public Places	8	Yes		In progress	The abovementioned review will develop a regular audit program of CCTV systems. The audit will include user access listings/controls, data security weaknesses, compliance checking, monitoring and reporting requirements, training, and the ongoing review of the Policy.	31/12/2023	
Knox City Council	Fraud Control Over Local Government Grants	1	Yes		Complete	The Conflict of Interest Guidelines were finalised in May 2022 and have been implemented across the organisation.		10/05/2022
Knox City Council	Fraud Control Over Local Government Grants	2	Yes		Complete	Management actions specified at tabling still relevant.		31/08/2022
Knox City Council	Fraud Control Over Local Government Grants	3	Yes		Complete	Council adopted a Grants Framework Policy on 27 June 2022. The Grants Framework supports the VAGO recommendation that grant assessment and decision-making are separate processes. Councilors no longer participate in the assessment of grants. Further operational amendments were made to the Policy on 26 April 2023. These did not alter the substantive content of this policy, including the role of Councilors being distinct from grant assessment process. A copy of the current Grants Framework Policy is provided.		27/06/2022
Knox City Council	Fraud Control Over Local Government Grants	4	Yes		Complete	Management actions specified at tabling still relevant.		31/08/2022
Knox City Council	Fraud Control Over Local Government Grants	5	Yes		Complete	Management actions specified at tabling still relevant.		1/07/2018
Knox City Council	Fraud Control Over Local Government Grants	6	Yes		Complete	As noted in Council's agreed management actions previously, this continues to be an ongoing process with no end date. Management actions specified at tabling still relevant.		31/08/2022

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Knox City Council	Fraud Control Over Local Government Grants	8	Yes		Complete	Council adopted a Grants Framework Policy on 27 June 2022. The Grants Framework supports the YAGO recommendation that grant assessment and decision-making are separate processes. Councillors no longer participate in the assessment of grants. Further operational amendments were made to the Policy on 26 April 2023. These did not alter the substantive content of this policy, including the role of Councillors being distinct from grant assessment process. A copy of the current Grants Framework Policy is provided.		27/06/2022
Knox City Council	Fraud Control Over Local Government Grants	9	Yes		Complete	Council's Fraud and Corruption Framework was updated to include grant related fraud risks. This update was approved by the Audit and Risk Committee on 9 June 2022.		9/06/2022
Knox City Council	Fraud Control Over Local Government Grants	10	Yes		Complete	Management actions specified at tabling still relevant.		31/12/2022
Latrobe City Council	Sexual Harassment in Local Government	1	Yes		Complete	An online conflict of interest training package was developed in the second half of 2022 and has been embedded as part of Council's regular compliance training for all Council staff. Community members appointed to grant assessment panels will continue to be given grant specific conflict of interest training at commencement of their role, and as needed. Councillors make declarations in line with the Local Government Act and Council's Governance Rules.		28/06/2023
Latrobe City Council	Sexual Harassment in Local Government	2	Yes		Complete	SH is now embedded in our HRBP communications with Managers across the organisation. People Matters survey results and anonymous reporting are being analysed to better identify areas at risk.		28/06/2023
Latrobe City Council	Sexual Harassment in Local Government	3	Yes		In progress	People Matters Survey incorporates a questions around SH. This was conducted 2021 and 2023 and will be scheduled again in 2 years time.	31/07/2023	
Latrobe City Council	Sexual Harassment in Local Government	5	Yes		In progress	Standalone sexual harassment operational policy and council policy drafts have been finalised and through consultation with Governance and will be sent for adoption at Exec and Council meetings.	31/07/2023	
Latrobe City Council	Sexual Harassment in Local Government	6	Yes		Complete	Respect @ Work campaign in conjunction with Comms to go to Community and Internal staff if approved.		28/06/2023
Latrobe City Council	Sexual Harassment in Local Government	7	Yes		In progress	Standalone operational and Council policies has been drafted and will be sent to Exec/Council for enforcement in July 2023.	31/12/2023	
Latrobe City Council	Sexual Harassment in Local Government	8	Yes		Complete	Current sexual harassment guidelines and procedures are outlined in our Preventing Bullying and Harassment Policy which have been updated and will be enforced in line with the above.		28/06/2023
Latrobe City Council	Sexual Harassment in Local Government	10	Yes		In progress	Bystander training has been implemented. Sexual Harassment is covered in corporate induction. Respect @ work campaign being implemented including online training sessions. Respect@Work e-learning module has been added as part of the mandatory training in onboarding. Respect@ work campaign will include messaging from CEO and posters around the organisation.		28/06/2023
Latrobe City Council	Sexual Harassment in Local Government	11	Yes		In progress	Council have formal and informal avenues of reporting outlined in policy and procedures. Council have also engaged the Your Call anonymous reporting system to support anonymous sexual harassment reporting, the formal launch is scheduled for July 2023.	31/07/2023	
Latrobe City Council	Sexual Harassment in Local Government	12	Yes		Complete	Management actions specified at tabling still relevant.		28/06/2023

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Loddon Shire Council	Fraud Control Over Local Government Grants	1	Yes		Complete	A conflict of interest declaration has always been embedded into the SmartyGrants program for staff undertaking grant application assessments. The Community Grants Guidelines have been amended to give Council officers administrative authority over Community Grant application approvals, thereby removing Councilors from any decision-making processes in order to eliminate any appearance of a conflict of interest. The new Community Grants guidelines were adopted at the 27 September 2022 Council meeting. SmartyGrants has been interrogated and a report can be extracted identifying conflict of interest data. Additionally, the Community Support Policy has been updated and adopted by Council at the 26 April 2023 Council meeting, this policy has strengthened the administrative process for community planning and has included a reference to conflict of interest.		26/04/2023
Loddon Shire Council	Fraud Control Over Local Government Grants	2	Yes		Complete	As noted in the VAGO report, Loddon Shire Council already communicated assessment outcomes and reasons to unsuccessful applicants. Following the recommendation, process mapping has been completed for the Event Promotion Scheme and Community Grants program providing clear operational processes, for Council officers. The Community Support Policy has been reviewed and now provides eligibility and assessment criteria for all grant programs. Smarty Grants has been updated so that the grant assessment reflects the eligibility and assessment criteria identified in the Community Support Policy.		26/04/2023
Loddon Shire Council	Fraud Control Over Local Government Grants	3	Yes		Complete	The Community Grants Guidelines have been amended to give Council officers administrative authority over Community Grant application approvals, thereby removing Councilors from any decision-making processes in order to eliminate any appearance of a conflict of interest. The new Community Grants guidelines were adopted at the 27 September 2022 Council meeting. Additionally, the Community Support Policy, which has removed Councilor assessment and making recommendations on grant applications. The Community Support Policy was adopted by Council at the 26 April 2023 Council meeting, further mitigating any conflict of interest for Councilors. The Event Promotion Scheme and Community Grants Program, both being competitive grant processes, have been operationalised through the development of process mapping procedures.		9/06/2023
Loddon Shire Council	Fraud Control Over Local Government Grants	4	Yes		Complete	The Community Support Policy, adopted by Council at the 26 April 2023 Council meeting, has been updated to include acquittal processes for each grant program. All acquittals are completed through SmartyGrants. Upon review of all competitive grants acquittals, any unspent funds will be recalled by Council.		26/04/2023
Loddon Shire Council	Fraud Control Over Local Government Grants	5	Yes		In progress	An external consultant was engaged to undertake a cost-benefit analysis (CBA) across a range of Community Support programs (Community Grants, Event Promotion Scheme, Community Planning Ward allocations) to assess their value to Council. A draft CBA was completed on 23 June 2023 and will be finalised in coming weeks. The consultation process included correspondence with Community Planning groups across the municipality, along with organisations who have received funding through the competitive grants programs provided by Council. The finalisation of the CBA has been delayed from the original target date due to the significant impact experienced by Council and community from the 2022 flood event, and subsequent immediate and ongoing response efforts.	31/08/2023	
Loddon Shire Council	Fraud Control Over Local Government Grants	6	Yes		Complete	The Community Support Policy has been updated and adopted by Council at the 26 April 2023 Council meeting. The policy includes the assessment criteria for all respective community support programs. The SmartyGrants program has been setup so that applicants have to adhere to assessment criteria, thus indicated as mandatory fields, before they are able to proceed into the formal application process for the competitive grants program. All information provided by assessors in the assessment period, are captured in SmartyGrants to ensure the decision-making process is transparent. This includes: the names of individuals involved in assessing or approving grant applications, if applicants met the eligibility criteria, how assessors scored applicants against the assessment criteria & what assessors considered to determine funding amounts. The Event Promotion Scheme and Community Grants Program, both being competitive grant processes, have been operationalised through the development of process mapping procedures.		26/04/2023

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Loddon Shire Council	Fraud Control Over Local Government Grants	7	Yes		In progress	An external consultant was engaged to undertake a cost-benefit analysis (CBA) across a range of Community Support programs (Community Grants, Event Promotion Scheme, Community Planning Ward allocations) to assess their value to Council. A draft CBA was completed on 23 June 2023 and will be finalised in coming weeks. The consultation process included correspondence with Community Planning groups across the municipality, along with organisations who have received funding through the competitive grants programs provided by Council. The finalisation of the CBA has been delayed from the original target date due to the significant impact experienced by Council and community from the 2022 flood event, and subsequent immediate and ongoing response efforts. The Community Support Policy has been updated and adopted by Council at the 26 April 2023 Council meeting.	31/08/2023	
Loddon Shire Council	Fraud Control Over Local Government Grants	8	Yes		Complete			26/04/2023
Loddon Shire Council	Fraud Control Over Local Government Grants	9	Yes		Complete	Following the all staff training for Fraud and Corruption Prevention and Awareness the risk registers were reviewed and updated to ensure all fraud related risks, including those specific to grant processes, were included. These risks will be managed and routinely reviewed as part of standard review processes.		12/05/2023
Loddon Shire Council	Fraud Control Over Local Government Grants	10	Yes		Complete	Face to face fraud and corruption control training was delivered at the all staff meeting held on 30 March 2023. There were two components to the delivery. 1. the first session was a presentation delivered to all staff present at the meeting by a specialist external provider. This session provided an awareness of fraud and corruption and how to report fraud and corruption. The staff that were not present at the meeting have been followed up and provided with the training. 2. A three hour interactive workshop was delivered by the external specialists for the key roles in the organisation. This session was recorded and provided to key staff who were unable to attend the session. Attendance has been updated in Councils training records and included in the Learning and Development calendar to ensure ongoing monitoring and refresher training is managed accordingly.		30/03/2023
Major Transport Infrastructure Authority	Government advertising	4	Yes		Complete	A process has been designed and documented to evaluate compliance risk for individual advertising campaigns and check whether sensitive/higher risk ones are compliant with the PAA. Campaigns which are deemed to be sensitive/higher risk require detailed legal advice covering compliance with the PAA and approval from the MTIA Director-General is needed prior to publication. The new process was endorsed by MTIA's Executive Committee in December 2022 and is implemented.		31/12/2022
Major Transport Infrastructure Authority	Major Infrastructure Program Delivery Capability	1	Yes		Complete	MTIA has been working with DTP and OPV in providing resource and skills information regularly. OPV is now routinely providing advice to government on industry capacity in response to proposed growth in the infrastructure pipeline as part of budget processes. MTIA continue to provide relevant information to OPV as required to support this process.		30/06/2023
Major Transport Infrastructure Authority	Major Infrastructure Program Delivery Capability	6	Yes		Complete	MTIA completed pipeline modelling work in 2022, with reference to information from OPV and DTP. This modelling will be updated as required in line with material MTIA program changes.		31/12/2022
Major Transport Infrastructure Authority	Major Infrastructure Program Delivery Capability	11	Yes		Complete	The MTIA Workforce Development Framework was prepared and approved by the Director General in March 2023. The Rail Skills Strategy was launched in 2022. OPV has established the Construction Leadership Group (CLG) and the Construction Leadership Group Workforce Advisory Group (CLGWAG). The purpose of the CLG WAG is to identify workforce capacity and capability challenges related to the delivery of Victorian public infrastructure, and to determine and share best practice initiatives to address these challenges. The CLG WAG meets quarterly and provides advice to CLG as requested. Representatives from MTIA are members of the CLG WAG.		31/03/2023

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Major Transport Infrastructure Authority	Melbourne Metro Tunnel project Phase 2: Main works	1	Yes		Complete	RPV has implemented the June 2021 PAR recommendation on the project's budget and is updating the forecast risk requirements at a P50 and P90 probability periodically. The P50 and P90 forecast is based on a first principles risk assessment and input from industry advisors. The current cost forecast now includes all known issues to date including the CYP COVID settlement to 30 June 2022. Metro Tunnel is entering the most complex phase of its delivery, with many significant risks and issues which will need to be managed throughout the integration, testing and commissioning and trial operations phase.	30/06/2023	30/06/2023
Major Transport Infrastructure Authority	Melbourne Metro Tunnel project Phase 2: Main works	2	Yes		Complete	Government approved the payment of CYP's COVID claim to 30 June 2022 and Settlement Deeds have been executed. In return for CYP implementing a range of acceleration measures, the State and CYP have resolved all claims related to COVID-19 to 30 June 2022.		24/10/2022
Major Transport Infrastructure Authority	Melbourne Metro Tunnel project Phase 2: Main works	3	Yes		In progress	An EMI mitigation strategy for testing and commissioning and Day-1 operations has been agreed with stakeholders in the Parkville precinct, the major element of which is the relocation of magnetic resonance imaging (MRI) services and associated works. RPV has entered funding agreements for capital costs with RMH, RWH and Peter Mac for the relocation of MRI services and a funding agreement is being finalised with the Victorian Hospital Building Authority. MRI service relocations at Royal Melbourne Hospital and Peter Mac are now nearly complete and on track to be operational prior to dynamic testing moving to dayshift, which is now currently programmed for late August. Services are due to commence from these new locations in July. The MRI service relocation is complete at Royal Women's Hospital and services are being delivered from the new facility. As part of MRI service relocations, the State is liable for the increased operational costs related to the relocated MRI services. RPV has reached agreement with RWH and finalised necessary approvals for its operational costs. RPV has also reached in-principle agreement with RMH on its operational costs and approvals are being sought. RPV continues work with Peter Mac to finalise and agree the quantum of its increased operational costs. CYP has reached in-principle agreement with RMIT on an EMI mitigation strategy for its sensitive receivers, which are located in the State Library precinct of the Metro Tunnel Project. This agreement is recorded in the RMIT Sensitive Equipment Deed which is in the process of approvals and execution within each organisation. Following this in-principle agreement between RPV and RMIT, CYP works commenced in April 2023. Management actions specified at tabling still relevant.	31/12/2023	
Maribymong City Council	Maintaining Local Roads	2	Yes		In progress	Council has purchased the Asset Management Software Predictive Modelling module. Initial review of current predictive modelling has taken place for local roads which is being used to prioritise road renewal program. Council will look into the possibility of partnership with other councils, and explore the capability of integrating with Council's enterprise corporate system via the AM Maturity Diagnostic exercise, however that will depend on whether there will be a review of the Council's corporate system.	30/06/2025	
Maribymong City Council	Maintaining Local Roads	3	Yes		In progress	Council has purchased the Asset Management Software Predictive Modelling module. Initial review of current predictive modelling has taken place for local roads which is being used to prioritise road renewal program. Council will look into the possibility of partnership with other councils, and explore the capability of integrating with Council's enterprise corporate system via the AM Maturity Diagnostic exercise, however that will depend on whether there will be a review of the Council's corporate system.	30/06/2024	
Maribymong City Council	Maintaining Local Roads	4	Yes		Complete	Council has a Road Management Plan in place which is a publicly available document that sets out the management of road assets within road reserve that Council is responsible to maintain on our road network in the municipality. Council provides a six-monthly report to its Audit and Risk Committee on compliance with the Road Management Plan. Council also collects feedback through the annual community satisfaction survey on roads.		1/01/2021
Maribymong City Council	Maintaining Local Roads	5	Yes		In progress	Unit rates for planned and reactive road maintenance activities are based on contractor tendered rates. Unit rates are updated following tendering process. The current Contract for Civil Maintenance activities was tendered in mid-2022.	30/06/2025	
Maribymong City Council	Maintaining Local Roads	8	Yes		In progress	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 development is ongoing and scheduled for completion 30 June 2024.	30/06/2024	
Maribymong City Council	Maintaining Local Roads	9	Yes		In progress	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.	30/06/2024	

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Melbourne Health	Clinical Governance: Health Services	8	Yes		Complete	This is part of the RMH Quality Plan. Data has been included in the Health Intelligence patient safety application. This provides themed data and enhances the ability to analyse common contributing factors. Regular reporting of common contributing factors and themes to less serious responses are being provided to the Board Quality and Population Health Committee		31/05/2023
Melbourne Health	Clinical Governance: Health Services	13	Yes		Complete	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. Ongoing training provided for staff to ensure staff capability including SCV RCA training and incident report writing training. 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		31/05/2023
Melbourne Health	Clinical Governance: Health Services	14	Yes		Complete	This is part of the RMH Quality Plan. Data has been included in the Health Intelligence patient safety application. This provides themed data and enhances the ability to analyse common contributing factors. Regular reporting of common contributing factors and themes to less serious responses are being provided to the Board Quality and Population Health Committee		31/05/2023
Melbourne Health	Clinical Governance: Health Services	17	Yes		Complete	The strength of the recommendation/action and an appropriate outcome measure is considered and documented as part of the incident review.		31/05/2023
Melbourne Health	Clinical Governance: Health Services	18	Yes		In progress	Recommendation Action Plans and subsequent improvements and lessons learned are shared across several governance committees where staff, including the executive, have an opportunity to discuss, feedback and add to the identified recommendations and improvement actions. A process to report on the effectiveness of recommended action plans to Governance Committees is in progress.	31/08/2023	
Melbourne Water	Security of Water Infrastructure Control Systems	3	Yes		Complete	(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 -Complete		30/09/2022

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Merri-bek City Council	Sexual Harassment in Local Government	12	Yes		Complete	<p>March 2023 Confirmation of 'Creating a Respectful Workplace' training completed by Councilors on 5 December 2022 provided to VAGO.</p> <p>December 2022 In person training for Councilors has been scheduled for 7 pm on 5 December 2022.</p> <p>September 2022 A new standalone Prevention of Sexual Harassment in the Workplace - Councilor Policy was adopted at the 13 July 2022 Council meeting. Councilors have been provided with a copy of the policy. In person training is to be scheduled.</p> <p>June 2022 The Councilor Code of Conduct has been drafted and will be reviewed by the Manager Governance and Strategy. It will be presented at the July 2022 Council Meeting.</p> <p>March 2022 Elements of the recently developed and implemented prevention of sexual harassment in the workplace policy will be integrated into the existing Councilor Code of Conduct as an attachment. Councilors 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.</p>		5/12/2022
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	3	Yes		Complete	Data Management Guidelines have been developed to ensure consistency in data management processes, including capture. Document endorsed by Asset Management Steering Committee. Internal Document Reference INT-202137450		3/06/2022
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	5	Yes		In progress	Criticality criteria in place for Stormwater assets. Review required for assets in new sub-divisions. Risk and Criticality Project Plan being developed for Building, Roads and Open Space asset classes.	31/12/2023	
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	6	Yes		In progress	Formalise and coordinate asset management planning and financial planning cycles. This is being addressed through work on the integrated planning and reporting framework.	31/12/2023	
Mildura Rural City Council	Local Government Assets: Asset Management and Compliance	7	Yes		In progress	We are at phase 2 of the project with a consultant engaged to facilitate a session with key asset/ service managers to capture the current state. Further work required to complete current state and perform gap analysis for desired state. We anticipate completion of this phase by 31 December 2023. We will then progress to phase 3 & 4 where we will undertake a knowledge/ skills gap analysis and develop training/ development plans to address these gaps.	30/06/2024	
Moira Shire Council	Delivering Local Government Services	1	Yes		In progress	Management actions specified at tabling still relevant. Moira Shire Council has recently gone into Administration following a Commission of Inquiry. Council remains committed to the continuous improvement of service planning, review and evaluation and will prioritise the development of a formal structure in the next financial year.	30/06/2024	

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Moonee Valley City Council	Reporting on Local Government Performance	6	Yes		In progress	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. UPDATE TO 31/12/22: The Service Planning project has commenced. The service planning list was completed. Additionally, a service plan was completed for each service, and sub-service plans were also compiled for all sub-services. Work on the Service Planning project will continue, with the development of a Framework. The Framework will identify the use of indicators/ other mechanisms for reporting on the performance of services.	31/12/2023	
Mornington Peninsula Shire Council	Managing the Environmental Impacts of Domestic Wastewater	3	Yes		In progress	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 tank which is a mobile app and real time data is received as the septic are serviced, this process misses the septic that aren't serviced. Other service agents use mutually agreed electronic solutions including Oen forms and emails to provide information to Council. The Shire will continue to work with SEW for an information exchange system for pump out records of primary septic tank systems. DECCA funding has been awarded to the Shire for \$20K to trial an electronic information management solution for high-risk townships. Project is June 2023 to February 2024. MoU with SEW has been extended to June 2026 for a proactive Wastewater Officer. MPSC is also funding a 2nd permanent Wastewater Officer to help with VAGO recommendations. The Shire's Wastewater Management Policy is being reviewed and updated to provide clarity on contractor accreditation and information management. Council to consider Policy for adoption on 25 July 2023. The updated Environment Protection Regulations places an onus on owners to provide septic maintenance records to Council. MPSC WWO's have conducted community education and offer on-site health checks to help owners meet these requirements. MPSC is on the ODWM steering committee to provide comments of draft EPA/DECCA guidance to implement VAGO recommendations. Tender has been awarded for a new CRM/PRB system to assist in collecting data as a long term solution. Process mapping has commenced and onsite wastewater management is phase 4, due to go live October 2024.	30/10/2024	
Mornington Peninsula Shire Council	Protecting Victoria's Coastal Assets	4	Yes		In progress	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 Coastal and Marine Strategy was finalised in May 2022 and MPS will be reporting against this June 2023. The Port Phillip Bay Coastal Hazard Assessment is yet to be released by the State government. The Shire's 'Asset Management Policy', strategy and plans have been updated and reviewed against Victoria's Asset Management Accountability Framework. This recommendation informed the Asset Management Strategy and policy review and will inform the upcoming Mornington Peninsula Coastal Strategy and any local master plans. Our Coast, Our Future (Mornington Peninsula Coastal Strategy) has and is one of five pilots in the Victoria's Resilient Coast 2100+ program. Stages 1-4 will be completed in the next 18 months and will: <ul style="list-style-type: none"> Identify cultural, environmental, heritage and recreation values of coastal areas. Review of existing hazard data, identification of gaps and development of hazard assessments to inform adaptation planning. Identify priority sites requiring adaptation planning and provide foundations to allow for informed adaptation planning in the future. 	30/06/2024	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Mornington Peninsula Shire Council	Protecting Victoria's Coastal Assets	5	Yes		In progress	<p>The risks associated with coastal inundation and erosion hazards are extensive. The ongoing risk assessment and management of this influences:</p> <ol style="list-style-type: none"> 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. <p>A key State Government resource, yet to be finalised and released, that relates to this is the Port Phillip Bay Coastal Hazard Assessment (PPCHA).</p> <p>This report will provide critical erosion and inundation data and will inform the future approach to managing and planning for coastal assets.</p> <p>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 DEECA assessment reports have been undertaken and are shared with Council to inform decision making and management.</p> <p>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. Flood modelling is being updated across the region in partnership with Melbourne Water and will be completed in 23/24. These known to closely interact with our coastal environments and assets.</p> <p>A broader strategy regarding Mornington Peninsula's Coastal resilience and adaptation has commenced. This is in alignment with the Victorian Resilient Coast 2 100+ project. This will include the management of coastal risk. A desk top gap analysis of all available coastal risk data was also proposed for 22/23 FY, and is now scheduled for completion in 23/24 subject to available resourcing (position yet to be filled).</p> <p>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. With 10% of Victoria's coast, Council continues to advocate strongly for ongoing financial support to respond to and plan for the increased effects of climate change on our coastlines. The availability of the most up to date data is also critical for future planning (Port Phillip Bay Coastal Hazard Assessment).</p> <p>Tender completed and new service agreement entered into.</p>	30/06/2024	
Municipal Association of Victoria	Local Government Insurance Risks	10	Yes		Complete			2/07/2022
Municipal Association of Victoria	Local Government Insurance Risks	16	Yes		In progress	MAV is working with the Victorian Government to review the structure of the LMI scheme, which has a direct linkage to the governance structures and this recommendation.	1/03/2024	
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	1	Yes		Complete	Council has implemented a new Asset Information Management System (Assetic) that models optimal expenditure forecast against service levels over 10 year plus horizon and determines investment decisions in line with future service levels. The system uses evidence-based (asset condition, function, risk and community needs) data, conforms with the NAMS practice note guidelines for asset assessments and is a single source of asset data truth for Council. This provides 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.		31/12/2022
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	2	Yes		Complete	Council has implemented a new Asset Information Management System (Assetic) that captures asset information for reporting, disaster recovery and decision making.		31/12/2022
Nillumbik Shire Council	Local Government Assets: Asset Management and Compliance	3	Yes		Complete	Council has implemented a new Asset Information Management System (Assetic) to capture asset maintenance and failure information consistently.		31/12/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Nilumbik Shire Council	Local Government Assets: Asset Management and Compliance	4	Yes		Complete	Council has implemented a new Asset Information Management System (Assetic) that integrates with corporate applications such as Pathways and Spectrum Spatial.		31/12/2022
Nilumbik Shire Council	Local Government Assets: Asset Management and Compliance	5	Yes		Complete	Council has implemented a new Asset Information Management System (Assetic) capable of asset maintenance, failure and risk capture and analyse.		31/12/2022
Nilumbik Shire Council	Local Government Assets: Asset Management and Compliance	6	Yes		Complete	Council has implemented a new Asset Information Management System (Assetic) with prediction modelling and funding optimisation (Assetic Predictor), integrated project (Focus HQ Projects) and capital works management and financial planning capabilities (Assetic Works Planner).		31/05/2023
Nilumbik Shire Council	Local Government Assets: Asset Management and Compliance	7	Yes		Complete	Council has a governance structure for asset data analysis and usage of new AIMS.		31/12/2022
Nilumbik Shire Council	Offsetting native vegetation loss on private land	5	Yes		Complete	Letter was sent to the Minister for Planning with other per-urban Councils copied in.		1/09/2022
Nilumbik Shire Council	Offsetting native vegetation loss on private land	7	Yes		Complete	A new register was developed in the CRM system to record this information.		27/05/2022
Northern Grampians Shire Council	Maintaining Local Roads	3	Yes		In progress	NGSC has carried out the migration to cloud based Assetic for better data integration.. Predictor modelling is carried by uploading data set from Assetic and this process is working efficiently. NGSC is running further testing to ensure seamless transition.	6/01/2023	
Northern Grampians Shire Council	Maintaining Local Roads	4	Yes		Complete	NGSC has carried out deliberative engagement during the preparation of Asset Plan. Further engagement with the community would be carried out in the future during the review of the asset plans and road management plans.		9/05/2022
Northern Grampians Shire Council	Maintaining Local Roads	5	Yes		In progress	Agreed management actions specified at time of tabling still relevant	1/06/2025	
Northern Grampians Shire Council	Maintaining Local Roads	8	Yes		Complete	NGSC has established the framework for the annual review of function, utilisation and condition. Ongoing review will be carried out and recorded.		9/05/2022
Peninsula Health	Clinical Governance: Health Services	5	Yes		Complete	Due to staff resignation and workload demand, the formal research planned for the evaluation of the roll out of Peninsula Care was discontinued. The working group reported its review of Peninsula Care to the Peninsula Care Executive Committee in February 2023. The action plan to continuously embed Peninsula Care, particularly in light of the current notice workforce, has been articulated and is part of a continuous communication loop. Peninsula Care was certainly lauded as being well established at the recent organisation wide Short notice accreditation survey of National Quality and Safety healthcare standards. The results of the recent People Matters Survey in 2022 have demonstrated a positive upswing in the "patient safety culture" questions, and will continue to be monitored to ensure the effectiveness of ongoing improvements.		31/12/2022
Royal Victorian Eye and Ear Hospital	Security of Patients' Hospital Data	12	Yes		Complete	Multi-factor authentication was enabled for Microsoft 365 and email system in February 2023 to complete this audit recommendation. Multi-factor authentication has been enabled for other clinical, administrative and business systems previous to Jan 2022.		15/02/2023
Service Victoria	Service Victoria - Digital delivery of government services	2	Yes		Complete	In April 2022 an independent research firm was commissioned to develop the methodology. This was completed in June 2022. This gave performance information across 7 key stakeholders areas which has been subsequently addressed through actions to improve performance. Service Victoria will undertake this survey bi-annually in a similar manner and with a similar performance review process, and is currently commencing the 2023 survey.		10/06/2022

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Southern Grampians Shire Council	Fraud Control Over Local Government Grants	1	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	2	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	3	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	4	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	5	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	6	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	8	Yes		Complete	Management actions specified at tabling still relevant		14/12/2022
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	9	Yes		Complete	Management actions specified at tabling still relevant		16/06/2023
Southern Grampians Shire Council	Fraud Control Over Local Government Grants	10	Yes		Complete	Management actions specified at tabling still relevant		8/06/2022
St Vincent's Hospital	Managing Private Medical Practice in Public Hospitals	9	Yes		In progress	In relation to the outstanding MBS issue we continue to work closely with DH, and peer health services. Subsequent to the last update, in mid-2022 the Minister signed off the MBS Guidelines. At the time this was unexpected as the two reviews instigated by DH to advise the sector had not been completed. Information from the first review undertaken by Deloitte to assess the financial impact of the draft guidelines was released to relevant health services in late 2022, whilst a second review undertaken by KPMG to assess related governance issues has not been finalised. As previously advised SVHM was awaiting the release of the DH reviews before finalising a relevant response to ensure compliance with the guidelines. In the meantime SVHM has commenced addressing outstanding compliance issues related to patient referrals, MBS Clinics, and private practice arrangements. In addition, SVHM is in the process of establishing an MBS Compliance Committee including key clinicians and management to monitor compliance against the guidelines and the governance review. Currently SVHM is planning to undertake a review of the information provided from the Deloitte review and will also review the outcomes of the KPMG governance review when made available in the new year. Full compliance remains a work in progress with completion dependent upon assessing the reviews and making required changes. Major concerns include the lack of system capability required to provide the patient information required to ensure compliance, and requirements that are outside the control of a health service.	31/12/2023	
Sustainability Victoria	Recovering and reprocessing resources from waste	7	Yes		In progress	Sustainability Victoria (SV) no longer has accountability for waste and resource recovery data or future infrastructure. This is now the responsibility of Recycling Victoria in line with agreed Machinery of Government changes. SV's role is limited to supporting current referrals whilst the Statewide Waste & Resource Recovery Infrastructure Plan is sunsetted over the coming 12 months. It is recommended that this item be transferred to Recycling Victoria and SV accordingly not provide any further assurance updates on it.	30/06/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Sustainability Victoria	Recovering and reprocessing resources from waste	8	Yes		In progress	Sustainability Victoria (SV) no longer has accountability for waste and resource recovery data or future infrastructure. This is now the responsibility of Recycling Victoria in line with agreed Machinery of Government changes. SV's role is limited to supporting current referrals whilst the Statewide Waste & Resource Recovery Infrastructure Plan is sunsetted over the coming 12 months. It is recommended that this item be transferred to Recycling Victoria and SV accordingly not provide any further assurance updates on it.	30/06/2023	
Sustainability Victoria	Recovering and reprocessing resources from waste	10	Yes		In progress	A consistent, statewide campaign to educate households about what items go in which bin will be delivered as part of Victoria's circular economy policy, Recycling Victoria: A new economy. Action 2.3 – Statewide education and behaviour change programs. The major statewide campaign, Small Acts, Big Impact, is scheduled to launch in May 2022 and will continue until at least June 2024. The campaign includes delivering multiple phases of advertising and promotion addressing key recycling and waste avoidance behaviours including: <ul style="list-style-type: none"> Remember to take your reusable bags and water bottle when you leave home (reduce plastic waste) Plan weekday dinners and stick to a shopping list (reduce food waste) Place your recycling loose in the bin, not in bags (recycling contamination) Check your council rules on what can go in each bin (recycling contamination) Take batteries to a drop-off recycling site – don't put them in any bin (recycling contamination) Councils have been provided with a range of campaign assets and grants to deliver the campaign locally relevant to their kerbside recycling system and local contamination issues. 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: <ul style="list-style-type: none"> 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 pipeline of future projects related projects to kick start progress towards the Path to Half. Together, the 11 projects will: <ul style="list-style-type: none"> 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. 	30/06/2023	
Sustainability Victoria	Recovering and reprocessing resources from waste	12	Yes		In progress	Sustainability Victoria (SV) no longer has accountability for waste and resource recovery data or future infrastructure. This is now the responsibility of Recycling Victoria in line with agreed Machinery of Government changes. SV's role is limited to supporting current referrals whilst the Statewide Waste & Resource Recovery Infrastructure Plan is sunsetted over the coming 12 months. It is recommended that this item be transferred to Recycling Victoria and SV accordingly not provide any further assurance updates on it.	30/06/2023	
Sustainability Victoria	Recovering and reprocessing resources from waste	13	Yes		In progress	Sustainability Victoria (SV) no longer has accountability for waste and resource recovery data or future infrastructure. This is now the responsibility of Recycling Victoria in line with agreed Machinery of Government changes. SV's role is limited to supporting current referrals whilst the Statewide Waste & Resource Recovery Infrastructure Plan is sunsetted over the coming 12 months. It is recommended that this item be transferred to Recycling Victoria and SV accordingly not provide any further assurance updates on it.	30/06/2023	

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V/Line	Freight Outcomes from Regional Rail Upgrades	2	Yes		In progress	<p>Rail projects Victoria is managing the Murray Basin Future Stages which will address incomplete MBRP Stage 2 scope including:</p> <ul style="list-style-type: none"> 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 <p>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.</p> <p>There has also been a number of challenges to the ARTC access program, increasing the time required to secure endorsed Site Action Plans.</p> <p>The last reported target date of December 2022 will not be reached, and revised timelines are being worked through.</p> <p>Following the decision to reprogram commissioning after December 2022, Rail Project Victoria launched an independent review of the program to inform project status, deliverables, and a pathway forward. The independent review determined that the program, inputs and issues V/Line were working with/through were consistent with communication through 2022 (and earlier) years. It also informed a likelihood of a December 2023 commissioning, subject to any fundamental changes. Thus, the project is being reprogrammed, additional resources required being sourced and ongoing work being progressed accordingly. The integrated program to a new commissioning should be finalised in June/July 2023, albeit all works continue, whilst this task is completed.</p> <p>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</p> <p>A full review of contract management plans requirements has been undertaken and is now being deployed along with training.</p> <p>Project management plans and contract management plans are being actioned and aligned. Training is being deployed to support sustainable change.</p> <p>A curriculum has been developed for the delivery of the eLearning modules; however, the tender has been temporarily suspended to onboard a specialist supplier until a number of key departures are recruited and essential to managing the development and delivery of eLearning modules.</p> <p>The implementation of the new ELT structure has commenced a review within divisions of the allocation of contract manager responsibilities and recipients of training will be revisited.</p>	31/12/2023	
V/Line	Freight Outcomes from Regional Rail Upgrades	3	Yes		In progress	<p>V/Line is supporting the Department of Transport and Planning (DTP) in the development of a sustainable funding business case with the Department of Treasury and Finance. This will be aligned with a future DTP freight strategy.</p> <p>Funding options are also being sought to enable an ongoing program of works to maintain and lift track standards.</p> <p>State Budget Announcement 3 May 2022 confirmed \$146m over 2 years for freight network (\$123m Major Periodical Maintenance and \$23m Routine Maintenance).</p>		30/06/2022
V/Line	Freight Outcomes from Regional Rail Upgrades	8	Yes		Complete			

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V/Line	Freight Outcomes from Regional Rail Upgrades	12	Yes		Complete	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. The newly recruited System Specialist – Project Risk has completed the transitioning project and program risks into the central risk system. Insights reporting dashboards are now available and being produced for reporting into the Portfolio Performance Group (PPG). The Project Risk Management Framework is now in the process of being reviewed to include changes to the process. Framework changes have been made.	30/06/2022	
V/Line	Freight Outcomes from Regional Rail Upgrades	13	Yes		Complete	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. Process established to capture initiated change in capital projects along with associated rule set to route changes through various V/Line change mechanisms, one of which being Pre-CCB and CCB governance forums.	30/06/2022	
Victoria Police	Crime Data	1	Yes		In progress	Victoria Police have completed a training needs analysis with gaps identified within foundation training being addressed as part of a full syllabus review. Findings identified broader policy compliance risks will be best addressed through a communications strategy to be delivered through VP Media & Corporate Communications. Recommendation accepted by ED Capability to deliver the Communications Plan.	30/06/2023	
Victoria Police	Crime Data	2	Yes		In progress	Victoria Police continues to work towards acquittal of recommendation 2b, 2c and 2d. Recommendation 2b – with Policy and Legislation Division for attention. Significant work has been completed to address the recommendations by revising relevant VPMs and procedural documents. Recommendation 2c: work is completed but will be finalised on the completion of recommendation 6. Workplans are ongoing to acquit Recommendation 2b (policy amendment) with multiple policies in current review and approval phase. Recommendation 2A is now complete.	30/06/2023	
Victoria Police	Crime Data	6	Yes		In progress	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, Police Service Area, Station and individual member level. Work to develop clearer benchmarking is still underway. Consultation is required with the Corporate Workforce Performance Unit in relation to inclusion of measure in Workplace Inspection Report manual and also data visualisation requirements to be established. This should be completed by 15-Jun-2023	30/06/2023	
Victoria Police	Crime Data	8	Yes		Complete	Victoria Police have completed a controls review and testing for LEAP & LEDR MK2. The System Security Plan have been completed. The identified risks have been remediated. System information risk assessments for LEAP & LEDR MK2 are on an established review schedule. Recommendation complete.	26/10/2022	
Victoria Police	Managing Body-Worn Cameras	1	Yes		In progress	Victoria Police are developing a business case for enhancements to the BWC dashboard by 30 June 2023.	30/06/2023	
Victoria Police	Managing Body-Worn Cameras	2	Yes		In progress	Guidelines for the Dashboard have been finalised, published and communicated. File compiled for internal review and endorsement of acquittal. Ongoing work will continue to update the guidelines as further work progresses on additional updates of the dashboard.	30/06/2023	

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Victoria Police	Managing Body-Worn Cameras	3	Yes		Complete	Victoria Police have remediated this recommendation with the implementation of the Passphrase initiative. The password policy is compliant with the Australian Government's Information Security Manual.		20/10/2022
Victoria Police	Managing Body-Worn Cameras	4	Yes		In progress	Victoria Police have engaged with Axon for the required changes to the API to allow data to be accessible. Axon have prioritised the work to coincide with a major change to the platform - Introduction of a data lake to evidence.com. The timing and implementation plans are due to be supplied by the end of June. Once the vendor commits to this we can confirm the closure date of the recommendation.	30/06/2023	
Victoria Police	Managing Body-Worn Cameras	5	No	Not accepted. This audit failed to identify any mishandling of BWC footage. BWC is no different to any other information system managed and used by Victoria Police. Victoria Police as an organisation for these types of systems adopt a validation approach due to the sheer volume of different systems, and data /information contained within them. This audit identified that Victoria Police has a sufficiently robust information security system related to BWC.	Discontinued			
Victoria Police	Managing Body-Worn Cameras	6	No	Not Accepted. Victoria Police has identified challenges in quantitative and qualitative measurement of Body Worn Camera footage in legal proceedings and complaints against police officers. While access to BWC footage is very useful to either challenge issues raised by defence or resolve evidentiary or factual points of contention, it is difficult to specifically measure reduction in delay or resolution rates brought about by the provision of BWC footage. It can be deduced that BWC footage is the deciding factor in resolving some matters, but the metric cannot be definitive as the instructions to an accused by counsel often aren't known. ...Many different types of evidence relied upon in legal proceedings. Reporting on the impact of outcomes as a direct result of BWC footage would therefore not be accurate and could be misleading.	Discontinued			
Victoria Police	Managing Body-Worn Cameras	7	Yes		Complete	Principles and process for identification, development and monitoring of project benefits, encompassing requirements of the DTF issued ERC Business Case Templates (including Investment Logic Map, Benefits definition and KPIs for each option presented, and how recommended investments will be evaluated) have been embedded in Victoria Police Project Management methodology. The Project Management Model and Benefits Realisation Management is available on the Victoria Police intranet. Recommendation complete.		27/05/2023
Victoria Police	Managing Body-Worn Cameras	8	Yes		In progress	Victoria Police have completed a new e-learning module including user acceptance testing. The course is ready for delivery with the rollout of BWC 3.	30/06/2023	
Victoria Police	Police Management of Property and Exhibits	1	Yes		Complete	Victoria Police has implemented the Property Management Dashboard (PMD) which provides visibility over property for governance and reporting. The Capability Stewardship Framework outlines the role and responsibilities of the Property Management Capability Lead. A Portfolio/Program Manager has been recruited and onboarded to support the Property Management Capability Lead with the delivery of property and exhibit management responsibilities. Property management is monitored through bi-annual reporting to Executive Command and the Audit & Risk Committee. Legislative changes have been implemented to reduce the retention period of found property. Recommendation 1 has been endorsed for closure. Recommendation complete.		20/10/2022

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Victoria Police	Police Management of Property and Exhibits	2	Yes		Complete	In consultation with stakeholders, it was agreed that a handbook may not be the most suitable method. A Property Officer induction checklist was instead established. This checklist is a comprehensive reference to all activities and processes that Property Officers are required to follow and standardises key resources and contact points. The induction checklist is referenced in VPM Property and Exhibit Management. Recommendation 2 completed.		20/10/2022
Victoria Police	Police Management of Property and Exhibits	3	Yes		Complete	VPM Property and Exhibit Management updates provide additional compliance requirements including local work unit manager accountabilities and Property Officer responsibilities including the requirement to complete the Property Officer essential e-learning training. This activity is replicated on the Property Officer Induction Checklist. Recommendation complete.		20/10/2022
Victoria Police	Police Management of Property and Exhibits	4	Yes		Complete	Victoria Police determined the PaLM application would not be replaced and a PaLM uplift program of works commenced. In October 2020, the system was uplifted to STARLIMS V10. Since this upgrade, 13 enhancement packages have been deployed at regular intervals throughout 2021/2022. This uplift has resulted in significant system performance improvements and reliability. A continuous improvement program now forms part of a business-as-usual process, whereby action is taken to address defects as they arise and problems are remediated on a case-by-case basis. Any significant defects that arise will be overseen by the quarterly PaLM Governance Group meetings. Recommendation completed.		20/10/2022
Victoria Police	Police Management of Property and Exhibits	5	Yes		In progress	Noted by Chief Commissioner of Police in the initial acceptance of this recommendation, Victoria Police has long standing policies and guidelines in place for property management and auditing that have supported a large number of investigative and judicial proceedings. Victoria Police is comfortable that these long standing practices have proven adequate in ensuring baseline safety and OHS requirements are met. Victoria Police accepts that audit and assurance processes can always be improved, and as such a Property & Exhibit Management Program of Work is due to be initiated shortly, with a focus on innovations in the governance of high-risk property items and member safety (OHS), and consideration of a risk based approach to property and exhibit management audit and control measures. This recommendation remains ongoing.	1/05/2025	
Victoria Police	Police Management of Property and Exhibits	6	Yes		Complete	Discussions have been ongoing with the Department of Justice and Community Safety and the Office of Public Prosecutions. The proposal for Victoria Police to expand the scope of secondary evidence was presented however was unsuccessful. Legal Policy Unit have advised if any future opportunity arises for legislative reform Operational Infrastructure Department will be notified. Recommendation 6 has been submitted endorsed as complete. Recommendation completed.		20/10/2022
Victoria Police	Police Management of Property and Exhibits	7	Yes		In progress	Operational Infrastructure Department has implemented the Property Management Dashboard and this interface has proven effective in monitoring long term property holdings, and any key performance indicators and risks impacting on storage capacity. To date, there has not been any risks identified pertaining to long term property storage sustainability. Information related to serious crime trends and the subsequent impacts on long term property holdings will be monitored and assessed on an ongoing basis as business as usual. These assessments will inform future investment decisions and identify logistics solutions. This recommendation is to be marked as ongoing but Victoria Police will be moving towards proposing its acquittal.	1/07/2023	
Victoria Police	Police Management of Property and Exhibits	8	Yes		Complete	The TALC Services Reform Program continued to advocate for more efficient property transportation solutions and has had on-going engagement with Government to identify the most appropriate solution. The final business case was submitted in December 2021 seeking funding in FY 2022/23. The funding request was not supported by Government. Victoria Police will continue to monitor and will continue to make submissions for funding if required. Recommendation complete.		2/11/2022
Victorian Fisheries Authority	Follow Up of Selected 2012-13 and 2013-14 Performance Audits	1	Yes		In progress	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. The VFA have now co-funded eight years of Native Fish Report Card monitoring which will form the basis for the constructing the harvest strategy for priority freshwater fisheries. The VFA plan to publish the harvest strategy as an appendix to the 2023 Native Fish Report Card report. The VFA is also collaborating with Fisheries Research Development Corporation, NSW Fisheries and SA Fisheries on developing new guidelines for the establishment of harvest strategies in recreational fisheries.	31/12/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Victorian Gambling and Casino Control Commission	Follow up of Regulating Gambling and Liquor	8	Not applicable	<p>This recommendation is discontinued. We recommend that recommendation 8 be discontinued based on:</p> <ul style="list-style-type: none"> the organisational restructure from the VCGLR to a new stand-alone gambling regulator with significant changes to our regulatory mandate and scope of our regulatory operations. Work underway to evolve our regulatory approach will result in a quantum change, going well beyond the original scope of recommendations 8 and 9. Extensive range of interim measures already implemented pending our evolved regulatory approach: Risk-based Annual Assurance Plan Data Insights Program – expanding the scope of our data and analysis Community and Welfare Sector Engagement Program MOU, joint assessments and investigations with partners Data analysis and intelligence to target inspection activity 	Discontinued	<p>This recommendation is discontinued. We recommend that recommendation 8 be discontinued based on:</p> <ul style="list-style-type: none"> the organisational restructure from the VCGLR to a new stand-alone gambling regulator with significant changes to our regulatory mandate and scope of our regulatory operations. Work underway to evolve our regulatory approach will result in a quantum change, going well beyond the original scope of recommendations 8 and 9. Extensive range of interim measures already implemented pending our evolved regulatory approach: Risk-based Annual Assurance Plan Data Insights Program – expanding the scope of our data and analysis Community and Welfare Sector Engagement Program MOU, joint assessments and investigations with partners Data analysis and intelligence to target inspection activity 		
Victorian Gambling and Casino Control Commission	Follow up of Regulating Gambling and Liquor	9	Not applicable	<p>This recommendation is discontinued. We recommend that recommendation 9 be discontinued based on:</p> <ul style="list-style-type: none"> the organisational restructure from the VCGLR to a new stand-alone gambling regulator with significant changes to our regulatory mandate and scope of our regulatory operations. Work underway to evolve our regulatory approach will result in a quantum change, going well beyond the original scope of recommendations 8 and 9. Extensive range of interim measures already implemented pending our evolved regulatory approach: Risk-based Annual Assurance Plan Data Insights Program – expanding the scope of our data and analysis Community and Welfare Sector Engagement Program MOU, joint assessments and investigations with partners Data analysis and intelligence to target inspection activity 	Discontinued	<p>This recommendation is discontinued. We recommend that recommendation 9 be discontinued based on:</p> <ul style="list-style-type: none"> the organisational restructure from the VCGLR to a new stand-alone gambling regulator with significant changes to our regulatory mandate and scope of our regulatory operations. Work underway to evolve our regulatory approach will result in a quantum change, going well beyond the original scope of recommendations 8 and 9. Extensive range of interim measures already implemented pending our evolved regulatory approach: Risk-based Annual Assurance Plan Data Insights Program – expanding the scope of our data and analysis Community and Welfare Sector Engagement Program MOU, joint assessments and investigations with partners Data analysis and intelligence to target inspection activity 		
Victorian Public Sector Commission	Implementing a New Infringements Management System	1	Yes		Complete	<p>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.</p>		30/09/2022

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Victorian Public Sector Commission	Implementing a New Infringements Management System	2	Yes		Complete	Officer and executive guide for informing and advising ministers published on VPSC website		28/10/2022
Victorian Public Sector Commission	Personnel Security: Due Diligence Over Public Service Employees	1	Yes		Complete	<ul style="list-style-type: none"> The VPSC has developed and published a webpage for pre-employment screening resources. This new webpage consolidates into a single location the Victorian public sector (VPS) pre-employment screening policy and other guidance materials on employment screening, consistent with Australian Standard 4811-2006 Employment Screening. This includes guidance on police, reference, qualification and role-specific checks. 		15/11/2022
Victorian Public Sector Commission	Personnel Security: Due Diligence Over Public Service Employees	3	Yes		In progress	<ul style="list-style-type: none"> The recruitment page on VPSC's website includes links to all relevant recruitment guidance, including: <ul style="list-style-type: none"> - Guidance on integrity in recruitment - Pre-employment and misconduct screening <p>An older resource on Best practice recruitment and selection is under review as part of broader work on recruitment in the public sector. Any planned updates to this resource will take into account conflict of interest and pre-employment and misconduct screening.</p>	22/12/2023	
Victorian Registration & Qualifications Authority	School compliance with Victoria's Child Safe Standards	2	Yes		Complete	<p>The new Victorian Child Safe Standards and Ministerial Order No. 1359 implementing the Child Safe Standards Managing the Risk of Child Abuse in Schools and School Boarding Premises commenced on 1 July 2022.</p> <p>The VRQA developed a new Child Safe Standards website hosted on vic.gov.au to provide guidance and resources to its duty holders. The website contains resources developed by the VRQA and Department of Education (DE) about how to comply with the new Child Safe Standards and Ministerial Order No. 1359 (link here: https://www.vic.gov.au/child-safe-standards-education-providers).</p> <p>The guidance and resources were developed in consultation with DE, Catholic Education Commission of Victoria Ltd (CECV) and Independent Schools Victoria. The VRQA section of the website includes specific guidance for schools about what compliance and non-compliance looks like.</p>		24/06/2022
Victorian Registration & Qualifications Authority	School compliance with Victoria's Child Safe Standards	3	Yes		Complete	<p>VRQA completed a review of its regulatory approach and in 2022 published its Regulatory Approach Statement, which is available on the VRQA website. This statement sets out the VRQA's high-level regulatory approach including our key terms, our regulatory purpose, how we regulate, how we regulate and our regulatory toolkit.</p> <p>The strengthened VRQA School Review Bodies Guide was approved by the VRQA Board in May 2022. The new Guide clarifies and strengthens Review Body obligations. This includes criteria for the appointment of review bodies and ongoing obligations of review bodies.</p> <p>The Guide also references the VRQA's enhanced assurance arrangements introduced by the Review Body Assurance Program.</p> <p>In 2021 the VRQA's Review Body Assurance Program replaced the 'Hot Review' program. The Review Body Assurance Program strengthens the assurance of the quality and effectiveness of review body performance and seeks to drive consistency of understanding and assessment of the minimum standards across the three sectors. The program comprises 5 key activities: provision of assessment templates to CECV and DE and delivery of information sessions; a Community of Practice attended by VRQA, CECV and DE executives and managers; shadowing of DE and CECV reviewers; validation of a sample of DE and CECV assessments; monthly meetings between VRQA and CECV and VRQA and DE at both executive and manager levels.</p> <p>A strengthened Review Body MoU was entered into with DE in August 2021. The MoU strengthens the obligations of DE and VRQA including introduction of timelines and key performance indicators relating to the review and registration of DE schools.</p> <p>Negotiation of a strengthened review body MoU with CECV was delayed due to CECV's governance review. The negotiations are complete and the MoU was signed on 28 June 2023.</p> <p>The obligations and KPIs for DE and CECV are, where possible, identical, to drive consistency and have consistent data over-time to measure performance.</p>		30/06/2023

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Victorian Registration & Qualifications Authority	School compliance with Victoria's Child Safe Standards	4	Yes		Complete	<p>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 commenced on 1 July 2022.</p> <p>As part of its 2022-23 Child Safe Standards compliance reporting VRQA will be collecting data on compliance at the Standard level. Commencing in 2022, VRQA now requires Review Bodies to identify standards and specific requirements that feature more prominently in assessments of non-compliance and inform analysis of risk when providing data to VRQA. This complements the richer data analysis of non-compliance 'hot-spots' for child safe and other minimum standards contained in Review Bodies' Annual Compliance reports. This was noted in the VRQA's 2021 response.</p> <p>The MoUs with DE and CECV require reporting of significant child safety matters to the VRQA within 7 days.</p> <p>The VRQA's CRM has been updated to include new Child Safe Standards. Data is captured of school's compliance at initial assessment and final assessment.</p> <p>Data from each sector on compliance with the minimum standards, including Child Safe Standards, is analysed and reported to the VRQA Board.</p>		30/06/2022
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	1	Yes		In progress	<ul style="list-style-type: none"> * Developed a background document outlining knowledge translation principles and processes for the VRGF and will provide this to the Board sub-committee: the Risk, Audit and Finance Committee in early 2023 * Tracking spreadsheet has been developed and is ready for implementation * Targeted changes to the Foundation's procurement documentation have been identified and updates were incorporated during 2022. * Regular progress reporting on knowledge translation activities commenced from May 2022 via the VRGF Board sub-committee, the Research, Policy and Advocacy Committee (RPAC), as part of the regular research update. * A template and related resource have been developed, these are designed to assist teams within the Foundation to plan knowledge translation actions it will be in use from early 2023. * The 2021-22 Annual Report included a progress report on implementing this recommendation, with reference to revised protocols. * Internal Working Group established to deliver on this recommendation - with minimum deliverables including supporting paperwork and processes and ongoing support for Knowledge Mobilisation. 	31/03/2023	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	2	Yes		In progress	<ul style="list-style-type: none"> * 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 was rolled out and finalised in late 2022. * Previous 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 commenced in Q1 2022-23, with an examination of the current state of the treatment service system. This element is expected to be completed in early 2023 followed by design of revised service system during the remaining part of 2022-23. * Funding agreements under the new Gambler's Help funding model to apply from 1 July 2024. 	1/07/2023	

Agency	Engagement title	Rec. number	Current acceptance	If no or N/A, why?	Status	Actions since report tabled	Current target completion date	Date completed
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	4	Yes		In progress	<ul style="list-style-type: none"> * The Foundation has drafted an Evaluation Framework which articulates approaches and principles that will be used when designing future evaluations. This Evaluation Framework will incorporate approaches to cost-effectiveness when that work is completed (scheduled to complete in the 2023/24 financial year). * The Foundation is preparing to engage a health economist/public health expert to develop appropriate cost-effectiveness methods that will enable the Foundation to determine cost-effectiveness of its programs and train Foundation staff on cost-effectiveness principles during 2023. * Following Foundation Internal Procurement Unit consideration, procurement documentation has been updated with enhanced cost effectiveness and evaluation approaches. This follows, the improvements identified and documented with respect to evaluation panel assessment procedures and associated value-for-money considerations in procurement governance guidance documents. A comprehensive Grants Guidance Checklist was developed and approved by the Foundation Risk, Audit and Finance Committee (October 2022), enhancing internal controls by strengthening due diligence and audit approaches. * Broader programmatic considerations of the applicability of evaluation methodologies and cost effectiveness oversight will be included in process documents and associated templates (completed late 2022). * Implementation of a new contracts and grants lifecycle management system has commenced (July 2023 go live date) which will include these enhanced evaluative oversight processes, incorporating online compliance and performance related checklists and review practices. * 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. * A new Sector Development Strategy 2022-23 to 2023-24 finalised, and is being enhanced through inclusion of an embedded Implementation plan. 	31/03/2023	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	5	Yes		In progress	<ul style="list-style-type: none"> * Gambler's Help Clinical Guidelines have been updated to include the peer support option under available 'Client Services' which will encourage Gambler's Help services to refer client. The new guidelines have been released to the sector. * Client information sharing and referral protocols between different treatment service options being considered in a service review encompassing prevention, early intervention and treatment activities. * This review commenced in Q1 2022-23, with an examination of the current state of the treatment service system. This element is expected to be completed in early 2023 followed by design of revised service system during the remaining part of 2022-23. * Funding agreements under the new Gambler's Help funding model to apply from 1 July 2024. 	30/06/2023	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	6	Yes		In progress	<ul style="list-style-type: none"> * 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. * The review has commenced and will conclude in Q3 of 2022-23. The scope includes 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	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	7	Yes		In progress	<ul style="list-style-type: none"> * Preliminary meetings held with relevant officers at Department of Justice and Community Safety, Health and Families, Fairness and Housing 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. * Second meeting of the inter-departmental Committee occurred in May 2022 to further progress. * MARAM screening framework and establishment of a specialist working group (comprised of MARAM Expert Advisors from DJCS and DH) to develop MARAM implementation plan for IDC's approval. * MARAM working group with DJCS and CAV MARAM Expert Advisors established. * VRGF participation in cross-DJCS MARAM Information Sharing Working Group. * Draft multiyear MARAM implementation plan completed. 	1/07/2023	
Victorian Responsible Gambling Foundation	Reducing the harm caused by gambling	8	Yes		In progress	<ul style="list-style-type: none"> * Preliminary meetings held with relevant officers at Department of Justice and Community Safety, Health and Families, Fairness and Housing 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. * Second meeting of the inter-departmental Committee occurred in May 2022 to further progress. * MARAM screening framework and establishment of a specialist working group (comprised of MARAM Expert Advisors from DJCS and DH) to develop MARAM implementation plan for IDC's approval. * MARAM working group with DJCS and CAV MARAM Expert Advisors established. * VRGF participation in cross-DJCS MARAM Information Sharing Working Group. * Draft multiyear MARAM implementation plan completed. 	30/06/2023	

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Warrnambool City Council	Fraud Control Over Local Government Grants	1	Yes		Complete	New policy adopted which contains specific conflict of interest provisions. Additionally, all Council reports require a conflict of interest consideration.		15/12/2022
Warrnambool City Council	Fraud Control Over Local Government Grants	2	Yes		Complete	Assessment and approval process is outlined in the new Policy adopted in December 2022		15/12/2022
Warrnambool City Council	Fraud Control Over Local Government Grants	3	Yes		Complete	Councillors are excluded from assessment and making recommendations on grants per the new policy.		15/12/2022
Warrnambool City Council	Fraud Control Over Local Government Grants	4	Yes		Complete	Successful grant applicants are required to provide verification upon acquittal per grants policy		15/12/2022
Warrnambool City Council	Fraud Control Over Local Government Grants	5	Yes		In progress	Warrnambool City Council has stopped a number of non-competitive grants and is continuing to review the remaining recurring grants. The review will include looking at value to the community provided through the grant and following this, a decision will be made to either move the grant to a competitive stream or enter into a multi-year funding agreement with requirements around monitoring and reporting outcomes along with an acquittal process.	30/06/2024	
Warrnambool City Council	Fraud Control Over Local Government Grants	6	Yes		Complete	Processes in place. Information is captured in Council's record management systems.		15/12/2022
Warrnambool City Council	Fraud Control Over Local Government Grants	8	Yes		Complete	Policy in place. Adopted in December 2022.		15/12/2022
Warrnambool City Council	Fraud Control Over Local Government Grants	9	Yes		In progress	Was not captured in risk register due to vacancy in Governance Manager position. Meeting with risk team is set to discuss risk and include in risk plans going forward.	30/12/2023	
Warrnambool City Council	Fraud Control Over Local Government Grants	10	Yes		Not started	Grants content will be incorporated into existing fraud prevention trainings. Governance Manager position was vacant for a period of time which has prevented training being rolled out.	30/06/2024	
West Wimmera Shire Council	Fraud Control Over Local Government Grants	1	Yes		In progress	Being updated in Smarty Grants	30/06/2023	
West Wimmera Shire Council	Fraud Control Over Local Government Grants	2	Yes		Complete	Completed, new guidelines adopted by Council 19/04/2023		19/04/2023
West Wimmera Shire Council	Fraud Control Over Local Government Grants	3	Yes		Complete	Completed and recommendations implemented		19/04/2023
West Wimmera Shire Council	Fraud Control Over Local Government Grants	4	Yes		Complete	Completed through SmartyGrants		19/04/2023

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West Wimmera Shire Council	Fraud Control Over Local Government Grants	5	Yes		Complete	New Guidelines implemented and complies with the recommendations		20/05/2023
West Wimmera Shire Council	Fraud Control Over Local Government Grants	6	Yes		In progress	Community Development Manager - Work in Progress	30/09/2023	
West Wimmera Shire Council	Fraud Control Over Local Government Grants	8	Yes		Complete	Policy adopted by Council on 19/04/2023		19/04/2023
West Wimmera Shire Council	Fraud Control Over Local Government Grants	9	Yes		In progress	Risk and Governance Teams - Work in Progress	30/09/2023	
West Wimmera Shire Council	Fraud Control Over Local Government Grants	10	Yes		In progress	HR Team - Work in Progress	30/09/2023	
Western Health	Clinical Governance: Health Services	7	Yes		Complete	Following upgrade of the Riskman Incident Reporting system in June 2022, common contributing factors to serious and less serious incidents are routinely collected through this system. Contributing factors are now drawn out of the Riskman system into online clinical incident dashboards that are refreshed daily. Data is drawn from the clinical incident dashboards to generate reports for each bi-monthly Board Quality & Safety Subcommittee that show analysis and clinical practice improvement activity against ISR 1&2 and ISR 3&4 incidents.		31/12/2022
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	1	Yes		In progress	The CCTV Surveillance Policy has been amended to comply with the Privacy and Data Protection Act 2014. It was considered 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 prepared for consideration at the draft budget meeting in early 2022 but was not supported to progress for Council consideration and adoption as part of the budget process. An internal working group is now considering the updated CCTV Policy and Code of Practice and has now scheduled a presentation to ELT in August 2023.	31/08/2023	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	3	Yes		In progress	The updated Code of Practice for CCTV Surveillance specifies that a privacy impact assessment and a human rights charter assessment, along with supporting community consultation, risk assessment and a business case must be submitted to the Executive Leadership Team (ELT) for approval, prior to installation of any new or additional cameras. This Code of Practice was considered by the ELT in November 2021. A further review of the updated policy and Code of Practice was undertaken by an internal working group and will be presented to ELT in August 2023.	31/12/2023	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	4	Yes		In progress	The Code of Practice for CCTV Surveillance includes a standard template for site-specific procedures. The responsible facilities managers will use this template to develop their procedures. This will be carried out following ELT endorsement of the updated policy and code of practice	31/08/2023	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	5	Yes		In progress	Manager Governance and Integrity has been assigned overall responsibility to oversee the implementation of the policy and code of practice 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 ELT is proposed in the code of practice and will commence after ELT review and endorsement of the updated policy and code of practice in August 2023.	30/09/2023	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	6	Yes		In progress	The amended CCTV Surveillance Policy indicates that an internal audit will be undertaken at least every two years and reported to the Council Assurance Committee. This will be scheduled in the internal audit program following endorsement of policy by ELT in August 2023.	31/12/2023	

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Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	8	Yes		In progress	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 carried out by the nominated officers upon endorsement of the policy and code of practice by ELT in August 2023.	31/12/2023	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	9	Yes		In progress	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 commence upon ELT endorsement of the updated policy and code of practice.	30/09/2023	
Whitehorse City Council	Security and Privacy of Surveillance Technologies in Public Places	11	Yes		In progress	The CCTV system at Box Hill mall has been relocated to a more secure location. The agreement with Victoria Police for Box Hill Gardens will be updated to include the Box Hill mall, upon ELT endorsement of the updated policy and code of practice.	30/11/2023	
William Angliss Institute	Enrolment Processes at Technical and Further Education Institutes	6	Yes		Complete	Item complete – recording of non-compliances to the Department as required under the VET Funding contract has now been implemented. It commenced on 21 September 2022.		21/09/2022
Wyndham City Council	Delivering Local Government Services	2	Yes		Complete	Capturing and reporting on service costings continues to be a priority for Wyndham. A large scale IT Business Transformation Project has been delayed, however, service costings are captured for Budget and reporting purposes, and more detailed financial and operational information is prepared when key decisions on services are being made.		30/11/2022
Wyndham City Council	Delivering Local Government Services	4	Yes		In progress	A Fit for Future review and organisational realignment process was undertaken and implemented during the 2022 calendar year. A program for service reviews has been put in place and agreed, for commencement in the first half of 2023, that will identify opportunities to improve efficiency and effectiveness of Corporate and other services.	30/06/2023	
Yarra Ranges Council	Maintaining Local Roads	1	Yes		In progress	Condition assessment cycles for each asset group will be detailed in the Asset Management Plans for each asset portfolio as part of future reviews. The entire sealed road network is assessed every 3 years. The unsealed roads were assessed for condition, as per recommendation 6, in 2022/23. Future cycle for unsealed roads to be confirmed following literature review, benchmarking of other Councils, and analysis of available resourcing.	30/06/2025	
Yarra Ranges Council	Maintaining Local Roads	3	Yes		In progress	The Road Asset Management Plan review has been reprioritised and will now be completed in 2024/2025 Council is implementing an Enterprise System, TechnologyOne's OneCouncil, and implemented a number of modules eg financials. The Enterprise Asset Management (EAM) module has had a number of systems, including asset register, inspections and works management, implemented in July 2023. The prediction system, Strategic Asset Management (SAM), will be configured and implemented in 2024/25 following the implementation of the Project Lifecycle Management system.	30/06/2025	
Yarra Ranges Council	Maintaining Local Roads	5	Yes		In progress	The SAM module timeframe will be approx. 2 years, as it is essential that the EAM systems implemented to date are operating in a stable manner and embedded in work processes before the SAM module can integrate and provide accurate modelling based on the data in the rest of EAM. Council's Enterprise Asset Management system (EAM) has been implemented for recording maintenance inspections and a basic level of data relating to works activities. It is essential to embed this new system and related technology into standard operating procedures for staff before adding the next level of data recording for material and labour costs for each instance. This will require further development of EAM, Financials and Payroll system integration to ensure accurate costs can be recorded for each. It is likely to be 2-3 years before this work can commence. Further investigation to be undertaken into determining average unit rates for activities based on total annual expenditure to be undertaken in the interim.	30/06/2025	

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Yarra Ranges Council	Maintaining Local Roads	6	Yes		In progress	Condition assessment undertaken in 2022/23 Future cycle of condition assessments, separate of maintenance inspections, to be investigated as per the Action for Recommendation 1. Existing VLGGC and LGPRF process documentation, including Quality Assurance, to be revised as part of completing 2023 returns	8/02/2023	
Yarra Ranges Council	Maintaining Local Roads	7	Yes		In progress	Annual reports to be developed in Council's Enterprise Asset Management system regarding the breakdown of different seal types across the road network, the total amount of resurfacing treatments being completed each year and their related costs. Maintenance costs to be investigated and standard reports to be developed based on expenditure recorded in Financial and Contract Management Systems.	1/12/2023	
Yarra Ranges Council	Maintaining Local Roads	8	Yes		In progress	Council will benchmark road resurfacing treatments against similar councils as part of the Road Asset Management Plan review to be undertaken in 2024/25	30/06/2024	
Yarra Ranges Council	Maintaining Local Roads	9	Yes		Not started	Standard Reporting for measurement of performance against RMP standards are being developed in the new Enterprise Asset Management system. As per RMP an annual performance and compliance report will be prepared for review by senior management and the Audit & Risk Committee.	30/06/2025	
Yarra Ranges Council	Maintaining Local Roads	12	Yes		In progress	5a(i) - DEECA is the lead agency of a working group on this topic. YRC recommends this is part of the role remit of the Conservation Regulator, and/or perhaps the Native Vegetation Enforcement and Compliance working group, of which YRC has members (from Biodiversity and B&P). Council would require more information on what has been actioned by DECCA since the report was tabled, to provide timeframes for any outcomes. Suggesting a further 12 months for Council to implement any decisions/actions agreed through DECCA.	31/07/2024	
Yarra Ranges Council	Offsetting native vegetation loss on private land	5	Yes		In progress	5a(ii) & (iii) and 5b(i) and (ii) - YRC actions will be implemented as part of the role being created for a Native Vegetation Compliance and Auditing officer - Target commencement - October 2023, and action to meet YRC specific recommendations (template review, website updates). 5c(i) - The report confirms the three step mitigation hierarchy is already in place through Council's internal referral process for planning applications.		
Yarra Ranges Council	Offsetting native vegetation loss on private land	7	Yes		In progress	Accepted in Part - 7a(i) & 7a(ii) and 7a (iii) - Council continues to design its replacement planning application management system, which will include the ability to keep record of proactive auditing requirements - Implementation now due September 2024. Council is also finalising a Position Description to commence recruitment for a Native Vegetation Compliance and Auditing role, which will carry the responsibility to design the process, and to then undertake proactive inspections and auditing of permits issued where conditions require action on offsets (first and third party) - Expected recruitment to commence - July 2023. Target commencement - October 2023. Rejected - 7a(iv) - As stated, as there is no mechanism to require exempt activity to be reported or recorded, Council will not be undertaking any monitoring or auditing activity with regard to exempt vegetation removal 7b(i) - Already in place 7b(ii) - will commence once recruitment of Compliance and Auditing officer role is successful - Target - October 2023	30/09/2024	
Yarra Valley Water	Managing the Environmental Impacts of Domestic Wastewater	17	Yes		Complete	Yarra Valley Water has partnered with Melbourne Water and lab services provider EnviroDNA to undertake ongoing eDNA (identifies source of contamination) monitoring of the Community Sewerage Program project areas and the wider catchments. The monitoring program is to help determine the current impact of septic effluent and the improvements created by sewerage works over time. The first sampling round was conducted in May 2023 and targeted the Dandenong Ranges and Park Orchards, where there are significant works underway or planned for delivery over the next five years. Partnering with Melbourne Water and their Healthy Waterways monitoring, evaluation, reporting and improvement program provides cost efficiencies and creates a shared dataset that provides a more complete picture of waterway health.		31/12/2022

Auditor-General's reports tabled during 2023–24

Report title	Tabled
<i>Cybersecurity: Cloud Computing Products (2023–24: 1)</i>	August 2023
<i>Responses to Performance Engagement Recommendations: Annual Status Update 2023 (2023–24: 2)</i>	August 2023

All reports are available for download in PDF and HTML format on our website at <https://www.audit.vic.gov.au>

Our role and contact details

The Auditor-General's role

For information about the Auditor-General's role and VAGO's work, please see our online fact sheet [About VAGO](#).

Our assurance services

Our online fact sheet [Our assurance services](#) details the nature and levels of assurance that we provide to Parliament and public sector agencies through our work program.

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