

# APPENDIX A

## Submissions and comments

We have consulted with CSV and we considered its views when reaching our audit conclusions. As required by the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to this agency and asked for its submissions and comments.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the agency head.

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### Responses were received as follows:

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17 September 2021

Mr Andrew Greaves  
Auditor-General  
Level 31/35 Collins Street  
Melbourne 3000

Dear Auditor-General,

**VAGO Performance Audit - Administration of Victorian Courts**

Thank you for your letter dated 2 September 2021, providing Court Services Victoria (CSV) with VAGO's Proposed Performance Audit Report, *Administration of Victorian Courts* and the opportunity to provide further comments for inclusion in the Final Report.

CSV acknowledges the collegiate and productive manner in which the audit was conducted. The report highlights some of the challenges that CSV has experienced since its establishment in 2014. It also recognises the service and governance improvements CSV has made to better acquit its responsibilities to the Victorian courts and VCAT.

The process of the VAGO audit has been a valuable opportunity to examine our corporate practice and we welcome the recommendations for how it can be improved, including ensuring we measure and demonstrate the value of corporate service provision through meaningful performance criteria. CSV accepts 12 of VAGO's recommendations in full and one in principle. I have set out below CSV's response to each recommendation, including a timeline for completion for those not already implemented.

Many of the issues raised in the report relate to historical governance. As acknowledged in the report, CSV has over time improved its governance and risk management arrangements, culminating in a new comprehensive strategic plan that maps out a path for CSV to more effectively support the independent, impartial, and timely delivery of justice by Victoria's courts and VCAT. Implementation of the recommendations will further contribute to that endeavour.

Yours sincerely,



**Louise Anderson**  
Chief Executive Officer

**Court Services Victoria action plan to address recommendations  
from Administration of Victorian Courts**

No	VAGO recommendation	Action	Completion date
1	Court Services Victoria sets performance measures for its strategic plan, monitors progress against them and reports progress in its annual report.	CSV accepts this recommendation.  CSV has commenced the development of performance measures for CSV's strategic plan.	July 2022 and ongoing
2	Court Services Victoria ensures it produces an action plan and divisional plans to implement its strategic plan each year and monitors its progress against achieving them.	CSV accepts this recommendation.  CSV has produced an action plan that has been endorsed by Courts Council. This plan is supported by comprehensive divisional plans. CSV is committed to continuing to produce action and divisional plans annually to ensure implementation of CSV's strategic plan. CSV has also developed reporting arrangements to track progress against divisional plans and will monitor its progress to ensure it is achieving planned outcomes.	Complete And to be monitored
3	Court Services Victoria expands on its action plan by detailing specific projects to reduce service duplication and increase efficiencies and has this plan endorsed by Courts Council.	CSV accepts this recommendation.  CSV has commenced the development of a service deduplication plan for endorsement by Courts Council.	June 2022
4	Court Services Victoria develops a service catalogue, in consultation with jurisdictions, that defines: <ul style="list-style-type: none"> <li>• the services it provides to jurisdictions</li> <li>• service delivery standards (time, cost, quality and quantity)</li> <li>• measures to assess service delivery performance.</li> </ul>	CSV accepts this recommendation.	December 2022
5	Court Services Victoria develops terms of reference for all practice leadership groups.	CSV accepts this recommendation.	December 2021
6	Court Services Victoria develops an implementation plan that outlines the timeframes, budgets and sequencing required to deliver the Strategic Asset Plan 2.	CSV accepts this recommendation.  Implementation planning is underway.	June 2022
7	Court Services Victoria's governing body, Courts Council reviews its charter every two years to ensure its ongoing relevance,	CSV accepts this recommendation.  Courts Council's charter was reviewed and amended in June 2021. The revised charter requires that it be	Complete Next review due June 2023

No	VAGO recommendation	Action	Completion date
	and alignment with its strategic priorities for Court Services Victoria.	reviewed every two years. The next review is to occur by June 2023.	
8	Court Services Victoria's governing body, Courts Council assesses its performance annually.	CSV accepts this recommendation.  Courts Council's charter was amended in June 2021 to require it to assess its performance at the conclusion of each calendar year.	February 2021 and ongoing
9	Court Services Victoria annually reviews the documented roles and responsibilities of each element of its governance structure to ensure it is kept up to date.	CSV accepts this recommendation. A comprehensive review of governance structures was completed in 2021. CSV will next review its Accountabilities Table in June 2022.	Complete Next review due June 2022
10	Court Services Victoria ensures that all of its committees annually assess their performance.	CSV accepts this recommendation.  All committees have terms of reference which require they assess their performance annually.	June 2022 and ongoing
11	Court Services Victoria embeds its organisational risk profile into its operations by: <ul style="list-style-type: none"> <li>• reporting against it quarterly</li> <li>• updating it quarterly</li> <li>• annually reviewing its approach to risk reporting and its risk management roles and responsibilities to ensure they provide effective oversight of risk management.</li> </ul>	CSV accepts this recommendation.  The recommendations are already part of the risk management framework and will be carried out over the relevant time frames.	Complete Next annual review June 2022
12	Court Services Victoria tracks its progress in implementing recommendations from external reviews.	CSV accepts this recommendation.	December 2021 and ongoing
13	Court Services Victoria in consultation with the Department of Treasury and Finance, develops Budget Paper 3 measures that assess Court Services Victoria's contribution to the courts output.	CSV accepts this recommendation in principle, noting that any amendment to Budget Paper 3 measures is a matter for Government.	December 2022