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# Government Responses to the Recommendations of PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE'S 93<sup>rd</sup> Report on the Review of the findings and recommendations of the Auditor-General's reports tabled March 2008 - August 2008

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Pursuant to Section 36 of the *Parliamentary Committees Act 2003*, this paper provides a response to the recommendations contained in the Public Accounts and Estimates Committee's (PAEC) 93<sup>rd</sup> Report.

**Guide for Readers:**

Following is the explanation of the format of this paper.

<b>1</b>			
<b>Title</b>			
<b>2</b>			
<b>Chapter number and topic</b>			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>PAEC Recommendation</b>	<b>Response</b>	<b>Action Taken to Date</b>	<b>Further Action Planned</b>

Row 1: Indicates the title of this paper.

Row 2: Indicates the number and topic of the response to the PAEC recommendations.

Column 1: Contains the PAEC's recommendations as published in its 93<sup>rd</sup> Report.

Column 2: Indicates the government's response to each recommendation (**Accept, Accept in part or in principle, Under Review or Reject**).

Column 3: Indicates those actions relevant to the implementation of the recommendation that have been taken to date.

Column 4: Indicates the additional actions planned that are relevant to implementation of the recommendation, together with an explanation of the government's position concerning the recommendation.

**GOVERNMENT'S RESPONSE TO THE PAEC REPORT NO. 93, Review of the findings and recommendations of the Auditor-General's reports tabled  
March 2008 - August 2008**

**PART A : PLANNING FOR WATER INFRASTRUCTURE IN VICTORIA**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
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**• Recommendation 1 (Page 36 of Part A: Planning for Water Infrastructure in Victoria)**

<p>The Department of Sustainability and Environment ensure that annual reviews of sustainable water strategies are undertaken in a timely manner to assess the success of the Strategies in meeting their targets and to ensure that Strategies can be revised so that they remain relevant and effective planning tools for sustainable water management in the State.</p>	<p><b>Accept in principle</b></p>	<p>The Department is using a new data management tool to collate data for the 2008-09 review which will improve the timeliness of the review. The system stores data on a web-linked database which provides easier tracking, increased accountability and also generates reports which can be used internally and as input to the preparation of material for the Department's Annual Report. The CRSWS 2008-09 review has been undertaken and will be released this year.</p>	
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**• Recommendation 2 (Page 36 of Part A: Planning for Water Infrastructure in Victoria)**

<p>In undertaking its annual review of the Central Region Sustainable Water Strategy for 2009-10, the Department of Sustainability and Environment should take account of the water augmentation projects detailed in the Victorian Water Plan to ensure a more accurate and relevant reflection of water availability in the central regions of Victoria, as recommended in the Auditor-Generals' report.</p>	<p><b>Accept in principle</b></p>	<p>The purpose of reviewing the Sustainable Water Strategies, including the Central Region Sustainable Water Strategy (CRSWS) annually was to identify trends in supply and demand, compare these trends to the assumptions in the CRSWS and inform decisions about whether or not water supply or demand management options considered in the CRSWS should be brought forward to meet the region's supply needs.</p> <p>The release of the Government's Water Plan in June 2007 brought forward a number of options considered in the CRSWS, and has reduced the need to revisit the assumptions in the original CRSWS. However, annual reviews have been completed for 2006-07 and 2007-08, and the review for 2008-09 will be released in 2010.</p>	<p>All water corporations will commence reviewing their water supply demand strategies later in 2010. Water supply demand strategies, which are prepared every five years, set out actions to balance supply and demand over a 50 year period. These strategies are set to be updated by 2012.</p>
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**PART A : PLANNING FOR WATER INFRASTRUCTURE IN VICTORIA**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 3 (Page 42 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment should determine an appropriate timeframe for the public release of accurate and reliable information relating to major water infrastructure projects and activities to ensure that the Parliament and the public is informed in a more timely manner and to allow for meaningful input and feedback.</p>	<p><b>Accept in Principle</b></p>	<p>The Department endeavours to release information as quickly as practically possible.</p> <p>The Our Water Our Future website is updated on a weekly basis and progress on actions and outcomes are included in the Department's Annual Report.</p> <p>The timing or release of information is dependant upon the type of project and the level of analysis/work required.</p>	
<p>• <b>Recommendation 4 (Page 46 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment should provide information in its Annual Report on Sustainable Water Strategies to meet its legislative requirements under Section 22J of the Water Act 1989.</p>	<p><b>Accept</b></p>	<p>Appendix 21 of the 2009 DSE Annual Report provides detailed information on Sustainable Water Strategies, as required by section 22J of the Water Act 1989.</p> <p>This section provides a four-page detailed progress report on the Central Region Sustainable Water Strategy, as well as the progress in developing strategies for the rest of the State.</p>	<p>DSE's future Annual Reports will continue to include a progress report on the Sustainable Water Strategies.</p>
<p>• <b>Recommendation 5 (Page 49 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment should provide meaningful reporting on the outcomes and achievements of the Victorian Water Trust and its main component project against stated objectives.</p>	<p><b>Accept</b></p>	<p>Information on the projects funded by Victorian Water Trust (VWT) is published on the Department's website and in the Department's Annual Report.</p> <p>The Department, with the assistance of the Victorian Water Trust Advisory Council, is also preparing a report on the progress and outcomes of each of the projects funded by the VWT. This report will be released before the end of 2010.</p>	

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**• Recommendation 6 (Page 55 of Part A: Planning for Water Infrastructure in Victoria)**

<p>The Department of Sustainability and Environment should provide, where feasible, links on its website to detailed information regarding the compliance of Catchment Management Authorities with environmental flow obligations stipulated under the Environmental Water Reserve or stated in other relevant environmental management plans.</p>	<p><b>Accept</b></p>	<p>DSE will continue to make available reports on environmental flow compliance through public releases and its website. The use of environmental water is also formally reported in the Victorian Water Accounts. In addition a summary of environmental watering each year is outlined in a booklet - Environmental Watering in Victoria 2007-08. Both these reports are available to the public through the Department's website.</p> <p>Additionally, each of the CMA websites include information about the management of the Environmental Water Reserve and the programs in place to manage the health of rivers and streams within each of the region.</p>	
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**• Recommendation 7 (Page 55 of Part A: Planning for Water Infrastructure in Victoria)**

<p>The Department of Sustainability and Environment should investigate ways to improve water data collection processes associated with the preparation of the Victorian Water Accounts.</p>	<p><b>Accept</b></p>	<p>The 2007-08 Water Accounts were released in January 2010. The 2008-09 Water Accounts will be released in the second half of 2010 indicating an improvement in the length of time it takes to collate and prepare the accounts.</p> <p>Producing the accounts involves a number of steps including allowing time for water corporations and other relevant agencies to finalise their own accounts and supply the required data to DSE. The data is then reviewed by technical staff and analysed to provide a basin view of water availability by Victoria's 29 river basins.</p> <p>DSE is also taking steps to automate and streamline as much of the preparation of the accounts as practicable with a view to publishing each year's accounts as soon as practicably possible after the previous financial year.</p>	
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**PART A : PLANNING FOR WATER INFRASTRUCTURE IN VICTORIA**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 8 (Page 55 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment should seek to improve the timelines of its reporting on the overall monitoring of environmental flows.</p>	<p><b>Accept in principle</b></p>	<p>The Department is participating in a Commonwealth initiative which will develop a nationally consistent approach to water accounting, which will improve reporting on compliance with environmental flow obligations. This project will identify what water accounting requirements are needed to enable reporting and will allow for the provision of more detailed environmental flow information to the community through the Victorian Water Accounts detailed above.</p> <p>The key improvements considered will include:</p> <ul style="list-style-type: none"> <li>- better reporting of the different elements of the environmental flow regime, such as freshes, base flows, and floods;</li> <li>- reporting against sources of water – e.g. donated water, Victorian, Commonwealth, or Living Murray water;</li> <li>- the ability to tag environmental water from river systems through to wetlands; and</li> <li>- better information on the use of environmental entitlements including evaporation, return flows, volume of water retained in wetlands, and losses.</li> </ul>	

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**PART A : PLANNING FOR WATER INFRASTRUCTURE IN VICTORIA**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 9 (Page 55 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment investigate independent verification of flow compliance information provided by Catchment Management Authorities in line with the recommendation made by the Auditor-General.</p>	<p><b>Accept in principle</b></p>	<p>To strengthen compliance and enforcement of Victoria's water resources, the Department's compliance and enforcement framework has been reviewed and the key elements required for an effective compliance regime have been identified.</p> <p>As the first step in improving the governance, audit and verification for Bulk Entitlement and environmental flow compliance, Bulk Entitlement metering program guidelines have recently been issued to all Bulk Entitlement holders, including water corporations, energy companies, Minister for Environment and the Catchment Management Authorities, that are responsible for managing environmental water.</p> <p>The guidelines standardise and improve metering programs by Bulk Entitlement holders and improve water resource monitoring and compliance across the Victorian water industry. This will contribute to improved accountability and transparency for water resource management in Victoria. Revised metering plans are due for submittal by 7 November 2010.</p>	
<p>• <b>Recommendation 10 (Page 55 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment should provide further information to the public on the status of Stream Flow Management Plans in Victoria's priority unregulated rivers either on its website or in its Annual Report.</p>	<p><b>Accept in principle</b></p>	<p>Following Ministerial approval of the streamflow management plans (SFMP), they are tabled in Parliament. Each of the approved plans are also made available to the public on Melbourne Water's website.</p> <p>Plans that are currently in development will become available on Ministerial approval.</p>	<p>A public and consultative process of assessing and reviewing the need for SFMPs in the remaining priority rivers is being undertaken through the development of Sustainable Water Strategies (SWSs) and will be signed off by Government through this process. This is consistent with Our Water Our Future, which indicated the SWS process is the appropriate forum for decisions on enhancing the Environmental Water Reserve.</p>

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**PART A : PLANNING FOR WATER INFRASTRUCTURE IN VICTORIA**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p><b>• Recommendation 11 (Page 58 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment ensure timely information to the Parliament and the public in relation to the detailed analysis underpinning decisions on the allocation of resources to major water infrastructure projects.</p>	<p><b>Accept in principle</b></p>	<p>The Department has a variety of mechanisms in place to keep the community and stakeholders informed of benefits, costs and progress on Water Plan projects.</p> <p>The Our Water website is regularly updated to reflect project developments and milestones. To increase community awareness of the website as a central source of Water Plan information, it is referenced on communication materials and has been promoted through the Government's water conservation campaigns since December 2008. A number of projects also have their own dedicated websites, for example, the Northern Victorian Irrigation Renewal Project (<a href="http://www.nvirp.com.au">www.nvirp.com.au</a>) and Sugarloaf Pipeline (<a href="http://www.sugarloafpipeline.com.au">www.sugarloafpipeline.com.au</a>).</p>	
<p><b>• Recommendation 12 (Page 59 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Sustainability and Environment finalise proposals for improvements to the governance and operational arrangements of water authorities, as recommended by the Victorian Competition and Efficiency Commission in February 2008, as a matter of urgency.</p>	<p><b>Accept in principle</b></p>	<p>The Department is in the process of preparing and finalising a detailed proposal which will address the improvements to the governance and operational arrangements of the water authorities as recommended by the Victorian Competition and Efficiency Commission.</p>	
<p><b>• Recommendation 13 (Page 65 of Part A: Planning for Water Infrastructure in Victoria)</b></p>			
<p>The Department of Treasury and Finance prepare a progress report on the actions taken to implement the recommendations made in the Victorian Competition and Efficiency Commission's inquiry into the reform of the metropolitan retail water sector including timelines for completion of actions.</p>	<p><b>Accept</b></p>	<p>The Department of Treasury of Finance periodically prepares advice to the Government on progress with implementation of the Government's response to the Victorian Competition and Efficiency Commission's inquiry into the reform of the metropolitan retail water sector.</p>	

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**PART B : PATIENT SAFETY IN PUBLIC HOSPITALS**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
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**• Recommendation 14 (Page 89 of Part B: Patient Safety in Public Hospitals)**

<p>The Department of Health ensure health services provide appropriate benchmarked training in clinical risk management.</p>	<p><b>Accept in Part</b></p>	<p>The Department requires all health services be accredited to ensure continuous maintenance of appropriate standards of care and quality improvement.</p> <p>To support the initial Clinical Risk Management (CRM) strategy, the Department developed and provided training to all Health Services on Risk Management training. The training commenced in 2005 and was developed as a module program, to ensure a consistent and standardised approach.</p> <ul style="list-style-type: none"> <li>▪ The four modules were:             <ul style="list-style-type: none"> <li>○ Module 1 – Root Cause Analysis (RCA) – What's in it for you</li> <li>○ Module 2 – Root Cause Analysis – Getting started</li> <li>○ Module 3 – Root Cause Analysis – Conducting an investigation</li> <li>○ Module 4 – In depth case review – A systems analysis for lower level events (train the trainer program)</li> </ul> </li> <li>▪ Module 1 and 2 were delivered in 2005-06 and are now available on line.</li> <li>▪ Module 3 is conducted 2-3 times per year dependent on demand.</li> <li>▪ Module 4 was completed as a train the trainer program in 2008.</li> </ul>	<p>The Department is currently reviewing the CRM education modules to ensure continued relevance and appropriateness.</p> <p>Module 3 RCA is currently being provided by the Department with a view to moving to an external education provider.</p> <p>A series of web based learning packages are also being developed and rolled out to support the implementation of the Victorian Health Incident Management System (VHIMS). These include;</p> <ul style="list-style-type: none"> <li>○ VHIMS e learning package</li> <li>○ Open Disclosure</li> <li>○ Module 4 – In-depth case review</li> </ul>
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**• Recommendation 15 (Page 89 of Part B: Patient Safety in Public Hospitals)**

<p>The Department of Health should develop guidelines on the recommended content of training for staff in clinical risk management.</p>	<p><b>Accept in Part</b></p>	<p>Note response above</p>	<p>Note response above</p>
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**PART B : PATIENT SAFETY IN PUBLIC HOSPITALS**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
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• **Recommendation 16 (Page 94 of Part B: Patient Safety in Public Hospitals)**

<p>The Department of Health should use the data collected from the Victorian Health Incident Management System to identify better practice initiatives and ensure that health services are using the system.</p>	<p><b>Accept In Principle</b></p>	<p>Important drivers for the Victorian Health Incident Management System (VHIMS) project are:</p> <ul style="list-style-type: none"> <li>○ Identification of trends and patient safety issues</li> <li>○ Tracking and trending the outcomes of patient safety initiatives and projects.</li> </ul> <p>The VHIMS is currently being implemented. Consideration of these drivers continues throughout the implementation process.</p> <p>Victoria's Sentinel Event Program (SEP) analyses an event to identify lessons that can be shared with other hospitals. Since the start of the SEP in 2001, Victoria has been leading the way nationally in public reporting of sentinel events.</p>	<p>Full functionality of VHIMS will be in place from 1 March 2011. Reports and data will be reviewed from sites as they 'go live' over the planned implementation schedule.</p> <p>SEP will become part of the broader VHIMS when fully implemented.</p>
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**PART B : PATIENT SAFETY IN PUBLIC HOSPITALS**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
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• **Recommendation 17 (Page 94 of Part B: Patient Safety in Public Hospitals)**

<p>The Department of Health should work with the Victorian Managed Insurance Authority to engage health services on clinical incidents with a view to strengthening processes for better practice health services.</p>	<p><b>Accept In Principle</b></p>	<p>The appointment of a new VMIA clinical risk manager has seen a greater liaison with the department and a changed CRM strategy which does not replicate work being undertaken by other parties.</p> <p>There is greater engagement between the department and VMIA in work being undertaken.</p> <p>VMIA is engaged on a number of key working parties of the department as a key stakeholder, including:</p> <p><u>Premium Allocation Model (PAM)</u> This project steering group provides oversight for the PAM development and implementation.</p> <p><u>Clinical Engagement Advisory Group</u> This committee aims to build engagement with senior medical staff, as a key strategy in the ongoing development of the health system.</p> <p><u>Clinical Risk Management Reference Group</u> This reference group receives recommendations for statewide clinical risk and quality system changes from key clinical committees.</p> <p><u>Victorian Health Incident Management System Advisory Group (VHIMS)</u> This group oversees the development and implementation of the VHIMS project and reports through the Director Quality, Safety and Patient Experience Branch to the department project Board.</p> <p><u>Victorian Quality Council (VQC)</u> The VQC is established to provide the Minister for Health with advice regarding the improvement of quality and safety in health services in Victoria. VQC is established to advocate for continuous improvement of quality and safety across the broad health sector.</p>	<p>The department meets regularly with VMIA, formally through its Service Level Agreement meeting, which include the review of VMIA's CRM strategy, but also informally through regular meetings with the Director Quality, Safety &amp; Patient Experience Branch and the CRM manager to identify partnership opportunities, avoid duplication of work and other CRM priorities.</p>
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**PART B : PATIENT SAFETY IN PUBLIC HOSPITALS**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
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**• Recommendation 18 (Page 97 of Part B: Patient Safety in Public Hospitals)**

<p>The Department of Health should, with the introduction of the Victorian Health Incident Management System, develop strong performance measures relating to patient safety.</p>	<p><b>Accept In Principle</b></p>	<p>Incident reporting systems are not designed to give quantitative, risk adjusted or denominator-based rates for specific adverse event types, nor are they designed as performance models.</p> <p>The accreditation required by the Department sets quality benchmarks services are required to meet. Health Services also have quality benchmarks set in their Statement of Priorities. In addition, the Victorian clinical governance policy framework was introduced in 2009 to increase accountability for providing safe, quality care.</p>	<p>Full functionality of the Victorian Health Incident Management System (VHIMS) will be in place from 1 March 2011. Reports and data will be reviewed from sites as they 'go live' over the planned implementation schedule.</p> <p>The department is considering a number of quality and safety indicators, outside the VHIMS project, that will enable health services to gauge their performance in patient safety terms. To be accepted as effective measures these indicators need to have:</p> <ul style="list-style-type: none"> <li>• Sufficient validity and reliability</li> <li>• Longitudinal data available</li> <li>• Are supported by the literature as having credible links to quality and safety performance</li> <li>• Adequately represent a range of structure process and outcome</li> </ul>
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**GOVERNMENT'S RESPONSE TO THE PAEC REPORT NO. 93, Review of the findings and recommendations of the Auditor-General's reports tabled  
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**PART C – RECORDS MANAGEMENT IN THE VICTORIAN PUBLIC SECTOR**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 19 (Page 105 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria ensure that standards are reviewed at least every five years to ensure they remain relevant.</p>	<p><b>Accept</b></p>	<p>PROV has obtained funding from Government to review, revise and reissue the Records Management Standards. The Recordkeeping Standards Project will deliver a continuous monitoring and review model for all Standards and related documentation. The Recordkeeping Standards Project is in development (FY2009/10 to 2010/11).</p>	<p>The Records Management Program in development will deliver reviews every five years.</p>
<p>• <b>Recommendation 20 (Page 106 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should undertake regular surveys of agencies following the introduction of the revised standards to guide its communication approach in future.</p>	<p><b>Accept</b></p>	<p>The Recordkeeping Standards Project in development (FY2009/10 to 2010/11). Surveys will commence subsequent to the finalization of this Project.</p>	<p>PROV is developing a Communication program and Stakeholder Engagement strategy in 2010/11.  The Surveys of Agencies is planned to commence 2011/12.</p>
<p>• <b>Recommendation 21 (Page 110 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should establish timelines for stages Two and Three of the Victorian Electronic Records Strategy report to Government, via the Department of Premier and Cabinet, achievement against these timelines.</p>	<p><b>Accept</b></p>	<p>PROV is currently working with the VERS Steering Committee to clarify and refine the scope of the remainder of the "Sustaining VERS" program. This will include the development of updated and new measures, timelines and reporting.</p>	<p>A reporting regime will be developed as part of the review of the VERS program.</p>
<p>• <b>Recommendation 22 (Page 111 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should, as a matter of urgency, finalise a comprehensive strategy to support agencies to establish a Victorian Electronic Records Strategy compliant system and ensure adequate consultation is undertaken with public sector agencies and industry groups.</p>	<p><b>Accept in part</b></p>	<p>PROV is currently working with the VERS Steering Committee to clarify and refine the scope of the remainder of the "Sustaining VERS" program. This will include the development of updated and new measures, timelines and reporting.</p>	<p>A compliance strategy will be developed following the completion of the Recordkeeping Standards Project. The VERS program review will incorporate opportunities for feedback from a wide range of interested stakeholders. Full VERS compliance will require the participation of government agencies.</p>

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**PART C – RECORDS MANAGEMENT IN THE VICTORIAN PUBLIC SECTOR**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 23 (Page 115 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should establish dates for the commencement and completion of its client management system.</p>	<p><b>Accept in part</b></p>	<p>PROV is currently implementing updated information management procedures which will deliver improved client management.</p>	
<p>• <b>Recommendation 24 (Page 117 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should, in line with the recommendation of the Auditor-General, develop a program for senior staff of agencies to assist them in championing records management practices.</p>	<p><b>Accept</b></p>	<p>PROV has completed a Recordkeeping Standards Training Strategy, which includes programs specifically aimed at senior agency staff.</p>	<p>PROV is developing a Communication program and Stakeholder Engagement strategy in 2010/11.</p>
<p>• <b>Recommendation 25 (Page 121 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should structure its self-assessment framework, to be developed through its Recordkeeping Standards project, in line with training it provides to ensure that there is appropriate support for agencies.</p>	<p><b>Accept</b></p>	<p>The Recordkeeping Standards Project which is underway (FY2009/10 to 2010/11) will deliver advice and guidance on this subject.</p>	<p>The PROV Assessment Framework, which is currently in the planning stage (FY2009-10 to FY2010-11) will provide a monitoring model for agency compliance.</p>
<p>• <b>Recommendation 26 (Page 125 of Part C, Chapter 1: Records Management in the Victorian Public Sector)</b></p>			
<p>The Public Record Office Victoria should work with agencies to ensure they have proper retention and disposal authorities in place.</p>	<p><b>Accept</b></p>	<p>PROV is developing (FY2009/10 to 2010/11) new guidelines training tools and communications to support agencies in the development of robust retention and disposal authorities as part of the Recordkeeping Standards Project.</p> <p>Work has commenced (FY2009-10 to 2010/11) on assessing the extent of disposal coverage for Victorian public offices.</p> <p>The Recordkeeping Standards Project is under way (FY2009-10 to 2010-11) and will deliver advice and guidance on this subject.</p>	<p>A comprehensive Disposal Strategy is proposed for development in 2011/12.</p>

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**PART C – DELIVERING HEALTHSMART**

<b>PAEC Recommendation</b>	<b>Response</b>	<b>Action Taken to Date</b>	<b>Further Action Planned</b>
<p><b>• Recommendation 27 (Page 134 of Part C, Chapter 2: Delivering HealthSMART)</b></p>			
<p>The Department of Health work together with agencies to identify agencies' actual true cost contributions in implementing HealthSMART. This information, including total costs, should be publicly reported.</p>	<p><b>Accept In Part</b></p>	<p>As part of the benefits realisation work now being undertaken with implemented agencies, information will be collected on agency costs to implement HealthSMART products which can then be used to develop a standard set of expected agency costs for future implementations.</p> <p>The Department however does not support this information being publicly reported. Health system funding models and the review of the individual cost components is an ongoing process. As new cost components are identified, work is undertaken to ensure that they are appropriately reflected in future models. In certain cases, some costs may be more effectively managed by a separate entity to ensure the best return on investment and to allow the sector to leverage its total purchasing power. Such an approach also explicitly recognises the integrated nature of health care service delivery.</p>	<p>Initial draft of agency costs is planned for the end 2010 at which time PCMS (Patient and Client management System), CMS (Client Management System) and FMIS (Finance &amp; Materials Management Information System) implemented within agencies will be operational with the respective Statewide Footprint.</p>

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**PART C – DELIVERING HEALTHSMART**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 28 (Page 136 of Part C, Chapter 2: Delivering HealthSMART)</b></p>			
<p>The Department of Health undertake the remaining Gateway reviews at the appropriate points for the remaining components of HealthSMART program, including Gate 6 (benefits evaluation) for the completed components.</p>	<p><b>Accept</b></p>	<p>The HealthSMART Program has been the subject of three Gateway Reviews, with the last two having been conducted since the 2008 VAGO report.</p> <p>In September 2008, a Gateway Program review was conducted on the Finance &amp; Materials Management Information System (FMIS) and the HealthSMART implementation methodology.</p> <p>In July 2009, a Gateway Review (Gate 5, Operational Readiness) was conducted on the HealthSMART Clinical application.</p> <p>In both cases, the reviews provided minor recommendations that have been take up by the Program.</p> <p>In neither case were significant concerns expressed about the Program and its approach to project management and implementation.</p> <p>The Gateway 6 (Benefits Evaluation) of HealthSMART Services is currently being undertaken.</p>	<p>It is proposed that the following two Gateway reviews be scheduled during 2011:</p> <ul style="list-style-type: none"> <li>▪ Mid 2011 - HealthSMART Program review, Gateway 6 to address Program benefits realisation.</li> <li>▪ End 2011 – Gateway 6, Clinical Systems to assess benefits realisation of full clinical functionality.</li> </ul> <p>DTF has consulted with DoH regard a suitable schedule of review for the project beyond 2010, and this is expected to occur in 2010/11.</p>
<p>• <b>Recommendation 29 (Page 136 of Part C, Chapter 2: Delivering HealthSMART)</b></p>			
<p>The Department of Treasury and Finance put in place processes that strengthen requirements for agencies to conduct gateway reviews.</p>	<p><b>Accept</b></p>	<p>High risk projects are required to undertake reviews prior to a business case being submitted for consideration, and then continue to undertake reviews throughout a project's lifecycle.</p> <p>The Gateway Supervisory Committee (GSC) continues to maintain senior representation from across the Victorian Government to drive better government asset investment. GSC representatives provide the Gateway Unit with lists of new projects that require Gateway Reviews within their department.</p>	<p>The Gateway Unit will continue to work with Departments to ensure that all high risk projects undertake appropriate reviews.</p>

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**PART C – DELIVERING HEALTHSMART**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 30 (Page 136 of Part C, Chapter 2: Delivering HealthSMART)</b></p>			
<p>The Department of Health appoint its internal audit unit to monitor progress on the ongoing performance evaluation of the HealthSMART program, including ensuring that robust performance measures are in place.</p>	<p><b>Accept</b></p>	<p>To date, reviews of HealthSMART activities have been undertaken by appropriate experts in specific areas, such as disaster recovery capability or network robustness.</p> <p>In addition to this, Gateway Reviews are conducted at specific points in the project.</p>	<p>Discussions are planned with the Department's internal audit section to discuss the opportunity for this area to be more closely involved with the Chief Information Officer.</p>
<p>• <b>Recommendation 31 (Page 137 of Part C, Chapter 2: Delivering HealthSMART)</b></p>			
<p>The Department of Health undertake all Gateway reviews and internal audits on all appropriate ICT projects in the future.</p>	<p><b>Accept</b></p>	<p>As noted above, HealthSMART has been subjected to Gateway reviews and has further reviews planned.</p> <p>HealthSMART is also discussing with internal audit how this group can be involved in activities undertaken by the Chief Information Officer.</p>	<p>Gateway reviews and internal audits will be scheduled as appropriate for other activities and appropriate ICT projects undertaken by the Chief Information Officer.</p>
<p>• <b>Recommendation 32 (Page 137 of Part C, Chapter 2: Delivering HealthSMART)</b></p>			
<p>Within two years of the roll-out of all components of HealthSMART, the Auditor-General undertake an audit to assess the extent of the benefits realised by the program, including the success of the integration of all system components comprising HealthSMART and the effectiveness of ongoing program monitoring.</p>	<p><b>Not applicable</b></p>	<p>The Government has reviewed the recommendations the Committee has made for the Victorian Auditor General's Office (VAGO) and considers these matters to be operational in nature for VAGO. Therefore, it is appropriate that VAGO address these recommendations independently.</p>	<p>Not applicable.</p>



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**PART C – VICTORIA'S PLANNING FRAMEWORK FOR LAND USE AND DEVELOPMENT**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 33 (Page 145 of Part C, Chapter 3: Victoria's Planning Framework for Land Use and Development)</b></p>			
<p>The Department of Planning and Community Development commence the development of a comprehensive performance measurement framework for the state's planning system as soon as possible to ensure its timely implementation following legislative amendments to the Planning and Environment Act 1987.</p>	<p><b>Accept</b></p>	<p>An Exposure Draft to the Bill was released in December 2009 and submissions received provided extensive feedback including management reporting. On the basis of the draft and the feedback received, the Department is finalising a Draft Bill for Government consideration.</p> <p>The Municipal Association of Victoria (MAV) Planning Process Improvement Project was established in April 2010 in response to the Auditor-General's report on land-use planning. This is a joint partnership with DPCD examining the best practice across councils and will include recommendations of an annual program of review of each council's planning functions including benchmarking.</p>	<p>Following the introduction of the new Act, an extensive roll out and implementation program for all reform proposals will commence.</p> <p>Implementation of the performance measurement framework will be a collaborative process including all planning authorities, responsible authorities and referral authorities to determine and finalise categories and indicators for performance monitoring.</p> <p>This work will utilise and advance the knowledge gained through the MAV / DPCD Planning Process Improvement Project across local councils.</p>
<p>• <b>Recommendation 34 (Page 145 of Part C, Chapter 3: Victoria's Planning Framework for Land Use and Development)</b></p>			
<p>As part of developing a comprehensive performance measurement framework, the Department of Planning and Community Development consult stakeholders through a program of round table forums, and consider a system for providing feedback to stakeholders.</p>	<p><b>Accept</b></p>	<p>DPCD planning processes continually engage with stakeholders to provide opportunities for input to key policy developments.</p> <p>Subject to the legislation being passed, a significant engagement and communications strategy will be implemented. DPCD engagement guidelines will be followed, involving a broad but targeted range of stakeholders.</p>	<p>DPCD will continue its engagement and consultation processes in both a targeted and holistic manner.</p>

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**PART C – VICTORIA'S PLANNING FRAMEWORK FOR LANDUSE AND DEVELOPMENT**

<b>PAEC Recommendation</b>	<b>Response</b>	<b>Action Taken to Date</b>	<b>Further Action Planned</b>
<p>• <b>Recommendation 35 (Page 146 of Part C, Chapter 3: Victoria's Planning Framework for Land Use and Development)</b></p>			
<p>The Department of Planning and Community Development continue to develop the performance measurement capacity of its online system, and prepare detailed timelines for the further development and implementation of the performance measurement framework.</p>	<p><b>Accept in Principle</b></p>	<p>Streamlined Planning through Electronic Applications and Referrals (SPEAR) SPEAR Planning and SPEAR Subdivision is now available free of charge to all Victorian councils.</p> <ul style="list-style-type: none"> <li>▪ 50% of councils are currently using SPEAR for subdivision.</li> <li>▪ DPCD is currently working with councils, particularly Growth Area Councils to implement SPEAR Planning.</li> <li>▪ 95% of all Social Housing applications have been lodged and processed via SPEAR.</li> </ul> <p>Processing times of applications through SPEAR have demonstrated significant improvement, particularly where councils have also undertaken business re-engineering of processes.</p> <p>The Planning Permit Activity Reporting provides rich, current data that is assisting councils to review management and processes by providing detailed information of all major permit activity and decisions. This information can then be used by councils as one source of data to measure performance through trend and competitive analysis.</p>	<p>Further utilisation of systems for performance measurement is available and will provide increasingly valuable performance monitoring data as more councils use the system.</p> <p>The systems have demonstrated the improvements that can be achieved. Over time, as council utilisation of these systems increases, a more comprehensive, integrated performance management system will evolve.</p> <p>Further action on the development and implementation of the performance management framework into the online system will depend upon the passage of the new Act and its broad implementation schedule.</p>

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**PART C – VICTORIA'S PLANNING FRAMEWORK FOR LAND USE AND DEVELOPMENT**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p><b>• Recommendation 36 (Page 148 of Part C, Chapter 3: Victoria's Planning Framework for Land Use and Development)</b></p>			
<p>The Department of Planning and Community Development commence development of key performance indicators and a system of reporting against those indicators to help improve council performance in processing planning scheme amendments.</p>	<p><b>Accept</b></p>	<p>Subject to passage through Parliament, the new Act will provide for increased transparency of reporting. This will encourage a process of continuous improvement with councils, including fast track planning scheme amendments for technical matters.</p> <p>Participation in the DPCD/MAV Planning Process Improvement program will require councils to undertake an annual review of performance.</p> <p>DPCD's Planning Network (PLANET) program provides continuous education and training for planners and other users of the planning system in Victoria. The program benchmarks best practice, professional standards, and a quality foundation to building planning skills, competencies and knowledge.</p>	<p>As per recommendation 33, an extensive implementation program will be rolled out following the passage of the legislation. It is anticipated that this will include implementation of key performance indicators and reporting requirements for planning authorities. It is also envisaged that new processes will be introduced to streamline amendment processes.</p> <p>The DPCD/MAV Planning Process Improvement Project was established in response to the Auditor-General's report. This project will feed into implementation of the requirements under the new legislation through its work in identifying best practice across councils and recommendations of an annual program of review against benchmarks.</p> <p>New PLANET programs will be offered to support implementation of the new Act.</p>
<p><b>• Recommendation 37 (Page 153 of Part C, Chapter 3: Victoria's Planning Framework for Land Use and Development)</b></p>			
<p>In addition to councils undergoing a self assessment process, the Department of Planning and Community Development should identify individual councils to be the subject of an independent external review to ascertain whether the Auditor-General's recommendations have been adequately applied to their planning processes.</p>	<p><b>Reject</b></p>	<p>The DPCD/MAV Process Improvement Project is working to identify best practice examples for all councils and therefore does not see the need to support an independent external review.</p> <p>DPCD will ensure that the recommendations of the Auditor-General's report are positively adopted by all councils in an environment of tight resourcing, and by sharing the benefits of economies of scale through participation, accessing tested approaches and peer learning.</p>	<p>The continued participation and support of the DPCD/MAV Process Improvement Project and in collaboration with the Municipal Association of Victoria is intended to ensure positive sharing of approaches to improve planning processes.</p>

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**PART C – COORDINATING SERVICES AND INITIATIVES FOR ABORIGINAL PEOPLE**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 38 (Page 160 of Part C, Chapter 4: Coordinating Services and Initiatives for Aboriginal People)</b></p>			
<p>The Department of Planning and Community Development considers developing a risk management strategy and a plan to mitigate identified risks, which covers the whole of government approach being undertaken to implement indigenous programs and initiatives across Victorian government agencies.</p>	<p><b>Accept</b></p>	<p>DPCD accounts for whole of government risk through its departmental risk management strategy.</p> <p>Departments with responsibility for implementing strategies and programs that contribute to outcomes under the Victorian Indigenous Affairs Framework account for risk within their own risk management plans.</p>	<p>This is now built into Departmental processes.</p>
<p>• <b>Recommendation 39 (Page 163 of Part C, Chapter 4: Coordinating Services and Initiatives for Aboriginal People)</b></p>			
<p>The Department of Planning and Community Development should develop a work plan and investment framework to support and coordinate the effective implementation of the Government's forthcoming Victorian Indigenous Affairs Strategic Plan.</p>	<p><b>Accept</b></p>	<p>The Victorian Indigenous Affairs Framework (VIAF) underpins the whole of government approach to services and initiatives for Aboriginal people. The VIAF is consistent with COAG national reforms.</p> <p>The VIAF provides the planning strategy for action and investment.</p> <p>It gives priority to maternal health and early childhood development, education, economic development and participation.</p> <p>Detailed work plans are developed by lead Departments within the overarching VIAF.</p>	<p>Planning and investment will be guided by the forthcoming VIAF Strategic Plan.</p> <p>As above, outcomes will be reported annually to Parliament.</p>
<p>• <b>Recommendation 40 (Page 165 of Part C, Chapter 4: Coordinating Services and Initiatives for Aboriginal People)</b></p>			
<p>The Department of Planning and Community Development should include details in its 2009-10 Annual Report on the success of actions taken under the Victorian Indigenous Affairs Framework, including the outcomes achieved to date.</p>	<p><b>Accept</b></p>	<p>The Victorian Government Indigenous Affairs Report is tabled in Parliament each year. It already details progress against all of the strategic change indicators set out in the VIAF and also sets 5, 10 and 15 year progress measures.</p>	<p>This report is tabled in Parliament annually and demonstrates the Victorian Government's commitment to transparency in reporting on outcomes for Aboriginal Victorians.</p>

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PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 41 (Page 165 of Part C, Chapter 4: Coordinating Services and Initiatives for Aboriginal People)</b></p>			
<p>The Department of Planning and Community Development should oversee and coordinate the data collection requirements of those agencies providing indigenous programs and services to ensure that the appropriate data is available to measure and report on the performance of the Government's forthcoming Victorian Indigenous Affairs Strategic Plan.</p>	<p><b>Accept</b></p>	<p>The Victorian Government Indigenous Affairs Report provides this information.</p> <p>DPCD has a data group of senior officers, which supports performance reporting against the VIAF through contribution to a whole of government database held by DPCD.</p> <p>Additionally, under the COAG National Indigenous Reform Agreement each jurisdiction provides performance data via the Productivity Commission to the COAG Reform Council. The Council publishes a consolidated report comparing jurisdiction performance against the Close the Gap Targets. COAG working groups are also continuing to improve data quality nationally and at the jurisdiction level.</p> <p>The Australian Bureau of Statistics in partnership with DPCD has established a data reform group to continue to improve data accuracy and coverage on Aboriginal Victorians.</p>	<p>Annual reporting to Parliament will continue to occur on the implementation of the VIAF and through the COAG Reform Council on the implementation of Victoria's efforts under the National Indigenous Reform Agreement.</p> <p>Data collections are subject to a process of continuous improvement.</p>
<p>• <b>Recommendation 42 (Page 165 of Part C, Chapter 4: Coordinating Services and Initiatives for Aboriginal People)</b></p>			
<p>The Department of Planning and Community Development should investigate and communicate to other relevant government agencies any currently available data which can assist in measuring progress made towards reducing indigenous disadvantage in Victoria.</p>	<p><b>Accept</b></p>	<p>This is already occurring through the above arrangements. Please refer to Recommendation 41.</p>	

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**PART C : IMPLEMENTATION OF THE CRIMINAL JUSTICE ENHANCEMENT PROGRAM**

<b>PAEC Recommendation</b>	<b>Response</b>	<b>Action Taken to Date</b>	<b>Further Action Planned</b>
<p>• <b>Recommendation 43 (Page 169 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>Victoria Police commit to a schedule and budget for the completion of the Brief Integration Project by mid 2010. The Criminal Justice Enhancement Program Governance Board should monitor the project's progress on this schedule and ensure that Victoria Police complete the project in a timely manner.</p>	<p><b>Accept in principle</b></p>	<p>PAEC concluded that it is appropriate for Victoria Police to administer the Brief Integration Project, given that the project is also looking at police process changes, and with continued regular reporting to the Criminal Justice Enhancement Program (CJEP) Operational Management Committee and Governance Board.</p> <p>The CJEP Governance Board has received regular updates on progress of the Brief Integration Project (BIP) from the Director of Legal Services in Victoria Police, in particular regarding Victoria Police's determination of an IT solution to create and manage briefs.</p> <p>It has been determined that an existing system within Victoria Police – the Interpose System – can be used for electronically capturing and sharing brief information. On this basis, Victoria Police has committed to finalising a schedule and budget for the BIP project early in the 2010-11 financial year.</p>	<p>The Brief Integration Project is continuing with the rollout of Brief and Investigation and Support Centres throughout Victoria Police in 2010/11. Electronic brief functionality is currently under development within the Interpose system and will soon be subject to user acceptance testing. Wider application of Interpose or other IT solutions to achieve the sharing of information with other criminal justice agencies will be subject to a business case and associated agreed funding. Victoria Police will continue to work with Knowledge Information Technical Services from the Department of Justice in this regard.</p>
<p>• <b>Recommendation 44 (Page 171 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>The Department of Justice consider revising its performance measures for the Criminal Justice Enhancement Program in line with the Auditor-General's recommendations.</p>	<p><b>Accept in principle</b></p>	<p>PAEC noted the existing high-level performance measures for CJEP, which are reproduced in Report 93, could be made more robust and comprehensive. As an example, the committee noted that determining the level of information security of transactions would be a useful measure, providing a good outcome of increased information sharing or increased security of information.</p> <p>The extent to which information is able to be shared by the Criminal Justice agencies is already a key performance measure of CJEP and the level of security of transactions is monitored via random monthly audits. The general principle about continuing to measure the benefits of CJEP is accepted.</p>	<p>The department, through its CJEP Governance Board, will continue to monitor the appropriateness of its performance measures and will take this recommendation into account in future board meetings.</p>

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**PART C : IMPLEMENTATION OF THE CRIMINAL JUSTICE ENHANCEMENT PROGRAM**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 45 (Page 172 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>The Department of Justice provide details of the progress of the Criminal Justice Enhancement Program and its success against performance measures in future annual reports.</p>	<p><b>Accept</b></p>	<p>It is accepted that high-level performance measures could be commented on in the annual report. Comments would include information about the number of transactions transmitted across secure IT links, usage of E*Filing and Court Connect in the County Court, and re-keying of information avoided through use of the E*Justice.</p>	<p>For ongoing annual reports, the department will consider inclusion of high level performance measures for the CJEP project.</p>
<p>• <b>Recommendation 46 (Page 173 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>The Department of Justice undertake a formal comparison through an independent pricing review by appropriate experts at regular intervals, comparing the costs of the internal unit to the cost of outsourcing to ensure that the Department is getting value for money.</p>	<p><b>Accept</b></p>	<p>Over recent years, the department has implemented time recording and costing systems to monitor the costs of supporting the CJEP IT systems. The department also instituted function-point-counting, an industry standard for measuring the size and complexity of IT systems. Availability of this data will ultimately enable the task of comparing internal costs with the cost of outsourcing these services.</p>	<p>The department will engage an expert firm to undertake the work of comparing internal costs with the costs of outsourcing CJEP services, based on available data, in the 2010-11 financial year.</p>
<p>• <b>Recommendation 47 (Page 172 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>The Department of Justice report on the ongoing support costs of the Criminal Justice Enhancement Program in future annual reports.</p>	<p><b>Accept in principle</b></p>	<p>The department has not reported on the CJEP system in its annual report to date, on the basis that CJEP is an ongoing operational program of activity rather than a project.</p> <p>The department will consider reporting ongoing CJEP support costs based on the function-point-counting data availability (as described in the response to Recommendation 46) and as ongoing enhancements to the CJEP program occur.</p>	<p>For ongoing annual reports, the department will consider inclusion of high level performance measures for reporting on the CJEP project, including ongoing support costs.</p>

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**PART C : IMPLEMENTATION OF THE CRIMINAL JUSTICE ENHANCEMENT PROGRAM**

PAEC Recommendation	Response	Action Taken to Date	Further Action Planned
<p>• <b>Recommendation 48 (Page 173 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>The Department of Justice develop a risk management strategy, risk register and risk plans specifically for the Criminal Justice Enhancement Program, to be monitored and periodically reviewed by the Criminal Justice Enhancement Program Governance Board.</p>	<p><b>Accept</b></p>	<p>A risk register and risk plans for CJEP have been developed and integrated into the overall risk plan for the Knowledge Information and Technology Services (KITS) unit of the department. Review of the risk register is a standing agenda item for the CJEP Governance Board.</p>	<p>The department will continue to monitor the risk register and risk plans for the project as a standing agenda item for the CJEP Governance Board.</p>
<p>• <b>Recommendation 49 (Page 173 of Part C, Chapter 5: Implementation of the Criminal Justice Enhancement Program)</b></p>			
<p>The Department of Justice expand the performance indicators for information management security in the Criminal Justice Enhancement Program to also cover matters such as those suggested by the Auditor-General.</p>	<p><b>Accept in principle</b></p>	<p>As reported to PAEC, current performance measures for the CJEP program relate to the number of audits conducted and the number of breaches or potential breaches identified.</p> <p>The CJEP Governance Board considers it important for the CJEP Information Security and Privacy Committee to be able to assure the Board both that security measures are in place and that they are operating effectively. For this assurance to be possible, the system must be monitored in such a way that the success or failure of measures identifying and dealing with security threats is clear. The Board has examined the Auditor General's suggestions for expanded performance indicators.</p>	<p>The department will expand its performance indicators in relation to information security consistent with the suggestions in the Auditor General's report which include measures to cover:</p> <ul style="list-style-type: none"> <li>• number of security related service calls, change requests and fixes</li> <li>• amount of downtime caused by security incidents</li> <li>• turnaround time for security administration requests</li> <li>• number of systems subject to an intrusion detection process</li> <li>• number of systems with active monitoring capabilities</li> <li>• time to investigate security incidents</li> <li>• time lag between detection, reporting and acting upon security incidents, and</li> <li>• number of information security awareness training days.</li> </ul>