



**PARLIAMENTARY STANDING COMMITTEE OF  
PUBLIC ACCOUNTS**

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**REVIEW OF AUDITOR-GENERAL'S REPORTS**

*NO. 12 OF 2013-14: QUALITY OF METRO SERVICES*

*NO. 3 OF 2014-15: MOTOR VEHICLE FLEET MANAGEMENT IN GOVERNMENT  
DEPARTMENTS*

*NO. 11 OF 2013-14: COMPLIANCE WITH THE ALCOHOL, TOBACCO AND OTHER  
DRUGS PLAN 2008-13*

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## **MEMBERS OF THE COMMITTEE OF THE 48<sup>TH</sup> PARLIAMENT**

### **LEGISLATIVE COUNCIL**

Hon Ivan Dean MLC (Chair)

Hon Ruth Forrest MLC

Hon Michael Gaffney MLC

### **HOUSE OF ASSEMBLY**

Mr Scott Bacon MP

Ms Sarah Courtney MP (Deputy Chair)

Mrs Joan Rylah MP

## **MEMBERS OF THE COMMITTEE OF THE 49<sup>TH</sup> PARLIAMENT**

### **LEGISLATIVE COUNCIL**

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(Deputy Chair)

Hon Josh Willie MLC  
(from 28 May 2019)

Hon Michael Gaffney MLC  
(to 23 May 2019)

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(from 24 September 2019)

Mrs Joan Rylah MP  
(from 19 March 2019)

Mr John Tucker MP  
(from 19 March 2019)

Mr Adam Brooks MP  
(to 11 February 2019)

Mr Rene Hidding MP  
(to 25 February 2019)

Mr Scott Bacon  
(to 22 August 2019)

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## **ABBREVIATIONS LIST**

ADS	Alcohol and Drug Service
AOD	Alcohol and Other Drugs
ATOD	Alcohol, Tobacco and Other Drugs
ATDC	Alcohol, Tobacco and other Drugs Council of Tasmania
CSO	Community Service Organisation
DoH	Department of Health
DoJ	Department of Justice
DMR	Digital Medical Record
DPAC	Department of Premier and Cabinet
DPIPWE	Department of Primary Industries, Parks, Water and Environment
DoSG	Department of State Growth
DTF	Department of Treasury and Finance
EV	Electric Vehicle
EAG	Expert Advisory Group
KPI	Key Performance Indicator
MoC	Model of Care
iPM	In Patient Manager
IPWU	Inpatient withdrawal unit
NGO	Non-Government Organisation
NMDS	National Minimum Data Set
OST	Opioid Substitution Therapy
PART	Partnerships in AOD Residential Treatment Panel
PHT	Primary Health Tasmania
PSA	Pharmaceutical Society of Australia
PSB	Pharmaceutical Services Branch
RACGP	Royal Australian College of General Practitioners
TAO	Tasmanian Audit Office
THS	Tasmanian Health Service
TOPP	Tasmanian Opioid Pharmacotherapy Program
WoG	Whole of Government

### **Charter of the Committee**

The Public Accounts Committee (the Committee) is a Joint Standing Committee of the Tasmanian Parliament constituted under the *Public Accounts Committee Act 1970*.

The Committee comprises six Members of Parliament, three Members drawn from the Legislative Council and three Members from the House of Assembly.

Under section 6 of the *Public Accounts Committee Act 1970* the Committee:

- must inquire into, consider and report to the Parliament on any matter referred to the Committee by either House relating to the management, administration or use of public sector finances; or the accounts of any public authority or other organisation controlled by the State or in which the State has an interest; and
- may inquire into, consider and report to the Parliament on any matter arising in connection with public sector finances that the Committee considers appropriate; and any matter referred to the Committee by the Auditor-General.

## **RECOMMENDATIONS**

Based upon its findings from the follow-up review of the Auditor-General's Reports, the Committee recommends:

1. Implementation by affected entities of the Auditor-General's recommendations is undertaken in a more timely way.
2. That entities update the Tasmanian Audit Office on an annual basis of the action taken to implement recommendations made in audits and examinations (excluding financial statement audits).

# 1 INTRODUCTION AND CONDUCT OF REVIEW

- 1.1 The Committee resolved of its own motion to examine the following Auditor-General Reports No's 11 and 12 of 2013-14 and 3 of 2014-15:

Tabled in both Houses

<i>11: Compliance with the Alcohol, Tobacco and Other Drugs Plan 2008-13</i>	May 2014
<i>12: Quality of Metro Services</i>	June 2014
<i>3: Motor vehicle fleet management in government departments</i>	September 2014

## TERM OF REFERENCE

- 1.2 The Committee's term of reference is to follow-up on the implementation of the recommendations of the Reports and report to both Houses of Parliament.

## CONDUCT OF THE REVIEW

- 1.3 On 18 March 2015 the Committee received a briefing from the Auditor-General on the Reports.
- 1.4 The Committee resolved to undertake a follow-up examination of the Reports on 19 August 2015.
- 1.5 The Committee developed and distributed questionnaires to the relevant entities on 11 February 2016 and the last questionnaire response was received on 10 March 2016.
- 1.6 The purpose of the questionnaire was to determine the action taken by the State entities to implement the Auditor-General's recommendations contained within the Reports.

- 1.7 The business of this Inquiry was postponed in March 2016 due to the commencement of the Committee's Inquiry into Energy Entities, which reported to Parliament on 15 August 2017.
- 1.8 Parliament was prorogued on 28 January 2018 before the Committee had reported on its review of the above Auditor-General's Reports.
- 1.9 The Public Accounts Committee of the 49<sup>th</sup> Parliament resolved 20 June 2018 to recommence and finalise this review.
- 1.10 The Committee re-distributed questionnaires on 20 September 2018 to entities to gather current information.
- 1.11 Parliament was prorogued 27 February 2019.
- 1.12 The second session of the Parliament commenced on 19 March 2019 and Committee Members of the House of Assembly and Legislative Council were appointed.

## **2 REPORT NO. 12 OF 2013-14: *QUALITY OF METRO SERVICES***

### **AUDITOR-GENERAL'S RECOMMENDATIONS**

2.1 The Auditor-General's report made the following recommendations that:

1. Metro:

- updates the design of its website to ensure that the journey planner is clearly available on all pages; and
- provides timetable information at all bus stops;

2. Metro improves its complaints classification system to better identify opportunities for improvement;

3. Metro either:

- amends its Customer Service Charter and Conditions of Travel, training materials and bus driver manual to clearly require that no early departures from any bus stops and that the standard be tightened to one minute; or
- increases the number of 'NOT BEFORE' bus stops so there is no likelihood of buses being significantly early at 'in between' stops;

4. Metro should:

- thoroughly test the accuracy of ticketing system data and take action to ensure that all sections of the organisation have confidence in it;
- use that data to provide regular feedback to bus drivers who consistently fail to meet the early departure benchmark; and
- discontinue reliance on time-consuming 'validation' of each service reliability complaint to provide feedback to bus drivers;

5. Ticketing system data be used to annually check that scheduled times between stops are reasonable, rather than relying on bus drivers to report concerns;
6. Bus drivers who consistently fail to meet the early departure benchmark receive training in techniques to keep to schedule;
7. The Department seeks to modify the contract with Metro to be more prescriptive about quality standards and detailed reporting requirements from Metro;
8. Metro improves access to information about its wheelchair services;
9. Metro prioritises further reduction of its accident rate;
10. The working papers for major decision making at Metro should be appropriately stored and readily retrievable.

## METRO TASMANIA RESPONSE

AUDITOR-GENERAL RECOMMENDATION 1 – METRO UPDATES THE DESIGN OF ITS WEBSITE TO ENSURE THAT THE JOURNEY PLANNER IS CLEARLY AVAILABLE ON ALL PAGES; AND PROVIDES TIMETABLE INFORMATION AT ALL BUS STOPS.

2.2 Metro Tasmania provided the following comment:

*Metro's website has been updated to ensure that the journey planner is clearly available on all pages. Our website attracted 1.64m visits in the 17-18 financial year.*

*Approximately 80% of Metro's bus stops now have the placement of the Metro Hotline number 13 22 01. Metro will not achieve 100% until remaining infrastructure on electricity poles is moved to Metro's own poles.*

*Metro's Hotline number has now been included on Metro bus stop signage and timetables.*

*Metro also launched a mobile app in November 2014 to provide customers with timetable information, access to the journey planner and to manage their Greencard balances / payments. The app has been downloaded almost 65,000 times to June 2018, and was used to plan 770,000 journeys in the 17-18 financial year.*

## FINDINGS

The Committee notes:

1. Metro Tasmania has updated its website to ensure that the journey planner is available on all pages.
2. Metro Tasmania has launched a mobile app to provide customers with timetable information, access to the journey planner and to manage their Greencards.

## AUDITOR-GENERAL RECOMMENDATION 2 – METRO IMPROVES ITS COMPLAINTS CLASSIFICATION SYSTEM TO BETTER IDENTIFY OPPORTUNITIES FOR IMPROVEMENT.

2.3 Metro Tasmania provided the following comment:

*All complaints received by Metro are logged electronically and classified by complaint 'types'. A weekly summary of complaints is distributed to service planners, and a monthly statistical report is prepared to monitor complaint trends and identify areas for improvement. This data is also shared with Metro's Board. By way of example customer complaint data informed recent Chigwell timetable changes and has assisted in the identification and resolution of late and early running issues.*

## FINDING

The Committee notes:

3. Metro Tasmania has demonstrated changes made to improve its complaints classification system and provided an example of an improvement made to timetabling from this information.

AUDITOR-GENERAL RECOMMENDATION 3 – METRO EITHER AMENDS ITS CUSTOMER SERVICE CHARTER AND CONDITIONS OF TRAVEL, TRAINING MATERIALS AND BUS DRIVER MANUAL TO CLEARLY REQUIRE THAT NO EARLY DEPARTURES FROM ANY BUS STOPS AND THAT THE STANDARD BE TIGHTENED TO ONE MINUTE; OR INCREASES THE NUMBER OF ‘NOT BEFORE’ BUS STOPS SO THERE IS NO LIKELIHOOD OF BUSES BEING SIGNIFICANTLY EARLY AT ‘IN BETWEEN’ STOPS.

2.4 Metro Tasmania provided the following comment:

*Metro did not agree with the recommendation to amend the Customer Service Charter (2.2.4). Metro utilises the industry standard for on-time running as -1 to +5 minutes of scheduled departure times. Metro has increased the number of ‘NOT BEFORE’ stops throughout the network and combined with driver education has seen a significant improvement in this area. 88% of Metro services ran on-time in 2017-18 state-wide.*

#### FINDINGS

The Committee notes:

4. Metro Tasmania did not agree with the recommendation to amend its Customer Service Charter.
5. Metro Tasmania has increased the number of ‘NOT BEFORE’ stops throughout the network.
6. Driver education has seen significant improvement and 88% of Metro services ran on-time in 2017-18 state-wide.

AUDITOR-GENERAL RECOMMENDATION 4 – METRO SHOULD THOROUGHLY TEST THE ACCURACY OF TICKETING SYSTEM DATA AND TAKE ACTION TO ENSURE THAT ALL SECTIONS OF THE ORGANISATION HAVE CONFIDENCE IN IT; USE THAT DATA TO PROVIDE REGULAR FEEDBACK TO BUS DRIVERS WHO CONSISTENTLY FAIL TO MEET THE EARLY DEPARTURE BENCHMARK; AND DISCONTINUE RELIANCE ON TIME-CONSUMING ‘VALIDATION’ OF EACH SERVICE RELIABILITY COMPLAINT TO PROVIDE FEEDBACK TO BUS DRIVERS.

2.5 Metro Tasmania provided the following comment:

*Ticketing system data was tested and reconciled with a variance of approximately 5%. Improvements were subsequently made to data capture processes to achieve an estimated variance of approximately 2%.*

#### FINDING

The Committee notes:

7. Metro Tasmania has tested the ticketing data system and achieved improvements to the system.

AUDITOR-GENERAL RECOMMENDATION 5 – TICKETING SYSTEM DATA BE USED TO ANNUALLY CHECK THAT SCHEDULED TIMES BETWEEN STOPS ARE REASONABLE, RATHER THAN RELYING ON BUS DRIVERS TO REPORT CONCERNS.

2.6 Metro Tasmania provided the following comment:

*Service reliability performance graphs are generated and distributed monthly at each depot.*

*All customer service complaints are provided directly to Bus Operators for comment prior to any validation*

#### FINDING

The Committee notes:

8. Metro Tasmania monitors service reliability through a monthly review process.

AUDITOR-GENERAL RECOMMENDATION 6 – BUS DRIVERS WHO CONSISTENTLY FAIL TO MEET THE EARLY DEPARTURE BENCHMARK RECEIVE TRAINING IN TECHNIQUES TO KEEP TO SCHEDULE.

2.7 Metro Tasmania provided the following comment:

*Bus operators are performance managed with reference to a number of key performance parameters including service reliability scope. The importance of maintaining a reliable service is reinforced as part of refresher and referral training.*

*Bus operators are advised when a complaint is substantiated and Metro follows consistent performance management strategies in a timely fashion.*

2.8 Metro Tasmania in its response to Auditor-General's Recommendation 3 stated they had increased 'NOT BEFORE' stops throughout the network which has seen significant improvements when combined with driver education

#### FINDING

The Committee notes:

9. Metro Tasmania bus operators are informed of complaints and performance management strategies to support service reliability.

**AUDITOR-GENERAL RECOMMENDATION 7 – THE DEPARTMENT SEEKS TO MODIFY THE CONTRACT WITH METRO TO BE MORE PRESCRIPTIVE ABOUT QUALITY STANDARDS AND DETAILED REPORTING REQUIREMENTS FROM METRO.**

2.9 The Department of State Growth (DoSG) provided the following comment:

*The Government has committed to re-contract with incumbent bus contractors where an ongoing need for a service is identified and performance criteria are met. Accordingly, new bus contracts are currently being established with bus operators across the state, including Metro Tasmania Pty Ltd (Metro) under a new contracting framework.*

*In the new contracting environment, each operator will have a head agreement (called the Formal Instrument of Agreement) which will list all of their bus contracts and the special terms relating to that contract. There will also be a single set of Standard Conditions and they will apply to every contract. The current drafts of*

*these documents are available on State Growth's website at [https://www.transport.tas.gov.au/busreview/new\\_contract\\_information](https://www.transport.tas.gov.au/busreview/new_contract_information)*

*I can advise that there are clauses (particularly clauses 8, 18, 19 and 20) within the Standard Conditions that require operators to keep detailed records relating to the operations of their businesses, including the provision of monthly reports of the information such as passenger numbers and complaints. In addition, State Growth will have greater powers to enable it to audit and request other information relating to the operation of services provided under the contracts.*

*The issue of performance and quality standards is still under active negotiation. State Growth, Metro and Tasmanian Bus Association all agree that having performance standards that encourage the provision of 'on time' running and high quality services should be a key element of the contract. However, it is also important to be mindful of what is within Metro's control and what can be reasonably tracked and reported upon without negatively impacting the timely delivery of services.*

## FINDINGS

The Committee notes:

10. The Government is introducing a new contracting framework and is negotiating with bus operators across the state.
11. Clauses within the Standard Conditions require operators to keep detailed records relating to the operations of their businesses, including information such as passenger numbers and complaints.
12. The Department is working to introduce performance standards that can be reasonably tracked without negatively impacting delivery of services.

## AUDITOR-GENERAL RECOMMENDATION 8 – METRO IMPROVES ACCESS TO INFORMATION ABOUT ITS WHEELCHAIR SERVICES.

2.10 Metro Tasmania provided the following comment:

*Metro has increased the designation of wheelchair accessible services on timetables and introduced a dedicated 'disability assistance' page on our website. Currently advising 71.8% of Metro's services are operated by a low floor vehicle.*

*Metro's trip planner includes a filter function to enable users to view only wheelchair-accessible services.*

*Metro has updated its Disability Action Plan and has convened three Disability Action Plan Consultation Groups (one per network) to support and inform progress against the Plan.*

## FINDINGS

The Committee notes:

13. Metro Tasmania has increased the designation of wheelchair accessible services on timetables.
14. Metro Tasmania's trip planner includes a filter function to enable users to view only wheelchair accessible services.

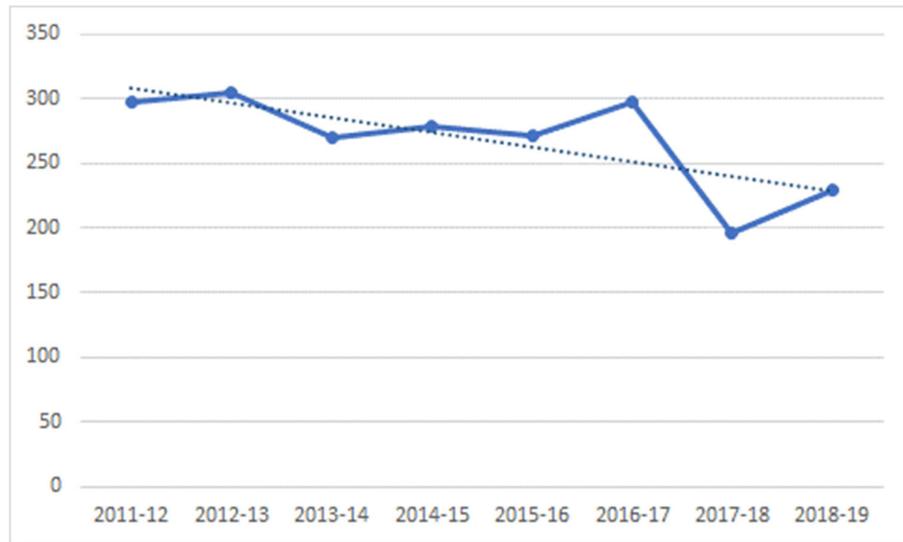
## AUDITOR-GENERAL RECOMMENDATION 9 – METRO PRIORITISES FURTHER REDUCTION OF ITS ACCIDENT RATE.

2.11 Metro Tasmania provided the following comment:

*Crash avoidance training has and continues to be undertaken with all Bus Operators to reduce the incidents of crashes.*

2.12 The Committee wrote to Metro Tasmania to provide evidence of the impact of the crash avoidance training on driver awareness and any demonstrable effect on the "driver at fault" crash rates:

2.13 Metro Tasmania provided the following graph on Metro at-fault accidents from 2011-12 to 2018-19 and stated that, as indicated by the overall trend line "*data suggests crash avoidance training on driver awareness, along with other measures introduced, has had a demonstrable effect on the reduction in at fault accidents*".



**Figure 1: Metro at fault accidents 2011-12 to 2018-19**

2.14 Metro provided further detail of the initiatives taken to improve driver skills and reduce the accident rate:

*Over this period Metro has developed and delivered extensive accident avoidance/defensive driving training initiatives and campaigns that effected a reduction in accidents and occurrences due to enhanced driver skills. Accident avoidance/defensive driving training initiatives occurred state-wide between November 2014 and May 2015 and between July 2017 and January 2018. Multiple crash awareness campaigns have been deployed state-wide since July 2017. Our most successful campaign “Scan ahead, Plan ahead” occurred in September 2018 and saw an overall decrease in crashes by 32.8%. Driver refresher training in October 2018 to January 2019 also included components focusing on crash awareness. Targeted training programs including the production of a video of safe driving techniques and a video on operator distraction, “Driven to Distraction” have also been produced in-house and have been well received.*

*In addition to the targeted training and awareness programs, Metro has improved reporting and data analysis review within the management team and has made continual improvements in the accident management process to assist in bus driver accountability which has now been incorporated in the performance management procedure.*

*Additionally Metro has reviewed daily road works/diversions, traffic conditions and environmental changes highlighting higher risk areas and vulnerable periods for crashes with a list provided to new bus operators employed less than 24 months.*

*Metro continues to display Key Performance Indicators (KPIs) monthly posted on employee noticeboards, highlighting performance results and state crash locations to ensure operator awareness.*

## FINDINGS

The Committee notes:

15. Metro Tasmania provides crash avoidance training for all bus operators.
16. Accident avoidance/defensive driving training initiatives and campaigns have resulted in a reduction in accidents and occurrences.

**AUDITOR-GENERAL RECOMMENDATION 10 – THE WORKING PAPERS FOR MAJOR DECISION-MAKING AT METRO SHOULD BE APPROPRIATELY STORED AND READILY RETRIEVABLE.**

2.15 Metro Tasmania provided the following comment:

*A process for managing documentation for service and network reviews is now in place, with systems for both hard copy and electronic record retention.*

*An electronic document and records management system is being implemented and will be fully commissioned by mid-2019.*

## FINDING

The Committee notes:

17. Metro Tasmania has introduced an electronic document and records management system for managing documentation for service and network reviews.

### **3 REPORT NO. 3 OF 2014-15: MOTOR VEHICLE FLEET MANAGEMENT IN GOVERNMENT DEPARTMENTS**

#### **AUDITOR-GENERAL'S RECOMMENDATIONS**

- 3.1 The Auditor-General's report made the following recommendations that:
1. The Departments of (then) Economic Development, Tourism and the Arts and Justice consider reductions in motor vehicle numbers;
  2. The Department of Primary Industries, Parks, Water and Environment investigates whether:
    - it can use its fleet more efficiently; and
    - additions to its fleet might allow for reductions in external hire, sufficient to lead to net savings;
  3. The Department of Premier and Cabinet provide a zero-based rationale for any new G-plate vehicle, including where the leased vehicle is to replace an existing vehicle;
  4. The Departments of (then) Economic Development, Tourism and the Arts, Justice and Premier and Cabinet effectively monitor anomalies flagged in fleet usage and exception reports;
  5. All departments more effectively rotate motor vehicles to ensure more even use of vehicles;
  6. The Department of Premier and Cabinet ensure that driver training is provided where necessary to improve the fuel efficiency of its motor vehicle fleet;
  7. All departments introduce mechanisms such as training and spot checks to ensure logbooks for G-plated motor vehicle are complete and accurate;

8. The Department of Justice ensure that motor vehicle logbooks are properly stored to ensure they are retrievable at short notice;
9. The Department of Justice procedures for authorisation and booking of cars be included in departmental fleet usage instructions.
10. All departments conduct regular zero-based reviews of fleet size in accordance with DPAC guidelines;
11. All departments consider introduction of arrangements for sharing of fleet cars with other Government departments to enable reductions in the size of department fleets; and
12. All departments develop fleet management KPIs to drive improved efficiency.

## DEPARTMENTAL RESPONSES TO THE PUBLIC ACCOUNTS COMMITTEE QUESTIONNAIRE

AUDITOR-GENERAL RECOMMENDATION 1 – THE DEPARTMENTS OF (THEN) ECONOMIC DEVELOPMENT, TOURISM AND THE ARTS AND JUSTICE CONSIDER REDUCTIONS IN MOTOR VEHICLE NUMBERS.

### 3.2 Department of State Growth response:

*Since the creation of the Department of State Growth there has been a continual practice of review to ensure the fleet meets the needs of the department. On 1 July 2014 the new department had 152 vehicles of which 55 were provided under employment contracts and agreements. As at 1 March 2016 the fleet had reduced to 127 of which 43 were provided under employment contracts and agreements*

### 3.3 Department of Justice (DoJ) response:

*To date, the Department of Justice has:*

- *constructed a secure car parking facility at the Department's Rosny premises to reduce the need to home garage pool cars for security purposes and therefore their usage; and*
- *implemented the use of car-pooling software at Rosny and other WorkSafe Tasmania premises, to better monitor and manage their vehicle fleet.*

*The Department is in the process of rolling out car-pooling software across various Departmental sites within the Hobart CBD (due by 1 April 2016).*

*It has now been over six months since the transfer of a number of departmental outputs from the Hobart CBD to Rosny has been completed and the requirement for vehicle numbers at that site is known. The Department is now in a position where it can review each vehicle as its lease comes up for replacement, with a view to reducing the fleet at that site.*

*The rollout of the car-pooling software in the Hobart CBD will provide better information on vehicle usage on that part of the Department's fleet.*

October 2018 Update:

*The Department has reviewed its fleet and discontinued a number of vehicle leases. It has also reallocated a number of existing vehicles to match the delivery of new services. At 30 June 2018, the Department had reduced its light pool vehicle fleet by 20 per cent from 101 to 81 vehicles (excluding vehicles supplied in accordance with employment contracts), compared with 30 June 2014.*

*The Department discontinued a number of leases for vehicles based in the Hobart CBD and as a result, has determined that the costs of proceeding (financial and resourcing) with the car-pooling software would not achieve any further vehicle reductions, hence it has elected not to proceed with this initiative.*

## FINDING

The Committee notes:

1. Motor vehicle numbers have been reduced by both the DoSG and DoJ.

AUDITOR-GENERAL RECOMMENDATION 2 – THE DEPARTMENT OF PRIMARY INDUSTRIES, PARKS, WATER AND ENVIRONMENT INVESTIGATES WHETHER IT CAN USE ITS FLEET MORE EFFICIENTLY; AND ADDITIONS TO ITS FLEET MIGHT ALLOW FOR REDUCTIONS IN EXTERNAL HIRE, SUFFICIENT TO LEAD TO NET SAVINGS.

3.4 Department of Primary Industries, Parks, Water and Environment (DPIPWE) response:

*Update feedback to the Committee of action taken - 18 October 2018:*

*The Department of Primary Industries, Parks, Water and Environment (DPIPWE) continues to monitor its fleet size and costs to ensure that it is the right size for its operations and is cost effective. Since June 2014, DPIPWE has met the budget reduction targets for vehicle numbers, and the fleet has remained at a consistent level. A number of measures have been taken to improve fleet efficiencies.*

*It is still standard practice for Division Business Managers to receive fleet management reports on a quarterly basis. These reports contain data that enables the identification of potentially underutilised vehicles, along with fuel economy statistics and the identification of statistical anomalies within the fleet that may need further investigation.*

*The Department's fleet management unit has implemented a revised Vehicle Request Form (VRF), which includes a needs assessment by Divisional Business Units. The aim of the assessment is to consider the need to replace a vehicle, based on utilisation, the appropriateness of the replacement vehicle, and whether other underutilised fleet resources are available within other Divisions. There is a formal review process for assessments, which includes approval from the Finance Manager, and respective General Manager and Deputy Secretary.*

*DPIPWE has recently commenced a project examining the potential to introduce global positioning system (GPS) units into its fleet of vehicles as recommended from a KPMG audit report. One of the objectives in fitting these units to vehicles is to capture information that will, in addition to safety benefits, allow better analysis of fleet vehicle use and the identification of trends and opportunities for improving the efficiency of the DPIPWE fleet.*

*The use of external hire cars continues to be monitored. It is still the case that a majority of external hire car use is on an ad-hoc basis or in response to short-term increased seasonal demands across a number of geographical locations. Examples of this are the Department's emergency response to the Queensland fruit fly incursion and the Parks and Wildlife Service Summer Ranger Program respectively. Earlier investigations determined that additions to the fleet were not going to deliver net savings for the Department.*

## FINDINGS

The Committee notes:

2. DPIPWE has commenced a project examining the potential to introduce global positioning system (GPS) units into its fleet of vehicles as recommended from a KPMG audit report.
3. An objective of the project is to capture information that will allow better analysis of fleet vehicle use and the identification of trends and opportunities for improving the efficiency of DPIPWE.

**AUDITOR-GENERAL RECOMMENDATION 3 – THE DEPARTMENT OF PREMIER AND CABINET PROVIDE A ZERO-BASED RATIONALE FOR ANY NEW G-PLATE VEHICLE, INCLUDING WHERE THE LEASED VEHICLE IS TO REPLACE AN EXISTING VEHICLE.**

### 3.5 Department of Premier and Cabinet (DPAC) response:

*In relation to recommendation 3, the responsibility for the Whole of Government Policy – “Policy and Guidelines for the Allocation and Use of Tasmanian Government Motor Vehicles within the State Service” is in the process of being transferred to Department of Treasury and Finance. (2016 response) The Whole of Government Policy remains with the Department within the State Service Management Office. However, it is still intended that this Policy is transferred to the Department of Treasury and Finance (2018 response).*

*Therefore, the recommendation that “departments provide a zero based rational for any new G-plate vehicle, including where the leased vehicle is to replace an existing*

*vehicle” will need to be considered by Treasury in any review of the existing policy (2016). No progress has been made on this recommendation (2018).*

*In relation to DPAC specifically, the Department regularly examines the replacement of G-Plated vehicles when they are up for renewal to determine if there is sufficient justification to replace a vehicle or not (2016). This remains the current position for replacing G-plated vehicles within DPAC (2018).*

*DPAC is also examining opportunities to centralise its G-Plated vehicle fleet to achieve greater efficiencies and to reduce its fleet size through this initiative (2016). DPAC has centralised a number of its G-plated vehicles, and achieved efficiencies from this initiative. Some G-plated vehicles remain in Business Units for operational purposes. Furthermore, DPAC continues to monitor the use of its G-plated vehicles to determine whether replacement is justified (2018).*

## FINDINGS

The Committee notes:

4. DPAC regularly examines the replacement of G-Plated vehicles when they are up for renewal to determine if there is sufficient justification to replace a vehicle.
5. DPAC has centralised a number of its G-plated vehicles, and achieved efficiencies from this initiative.
6. The Whole of Government Policy “*Policy and Guidelines for the Allocation and Use of Tasmanian Government Motor Vehicles within the State Service*” is to be transferred to the Department of Treasury and Finance.

**AUDITOR-GENERAL RECOMMENDATION 4 – THE DEPARTMENTS OF (THEN) ECONOMIC DEVELOPMENT, TOURISM AND THE ARTS, JUSTICE AND PREMIER AND CABINET EFFECTIVELY MONITOR ANOMALIES FLAGGED IN FLEET USAGE AND EXCEPTION REPORTS.**

3.6 Department of State Growth response:

*The department continually monitors and follows up on fleet and exception reports provided by Leaseplan, the fleet manager. This practice has been in place before and since the creation of the department.*

3.7 The Committee wrote to DoSG seeking evidence of the monitoring of fleet and exception reports.

3.8 The Department provided evidence of its monitoring of fleet and exception reports such as G plated and private use replacement reports, fuel usage reports and vehicles due for service reports and stated:

*Leaseplan provide the agency with the following reports on a monthly basis;*

- *Due for service report*
- *Vehicles to be Renewed within 6 months*

*Both reports trigger correspondence to stakeholders involved to ensure vehicles are serviced and replaced when required.*

*In addition to the reports sent directly, DoSG have access to the following reports via Leaseplan's Fleet reporting system;*

- *Fuel exception/ODO report*
- *Lease continuation/extensions*
- *Vehicles overdue for service*

*These reports used on an ad-hoc audit basis to ensure user/custodian compliance where necessary. With the recently implemented WOG fuel controls, fuel fill exemption and odometer procedures have been amended, assisting with data integrity.*

## FINDING

The Committee notes:

7. The DoSG continually monitors and follows up on fleet and exception reports provided by Leaseplan, the fleet manager.

3.9 Department of Justice response:

*The implementation of a new vehicle policy will provide more rigour around the usage of vehicles, but also provide a standardised set of vehicle fleet key performance indicators and an improved review and reporting structure.*

October 2018 Update:

*The Department has completed the Vehicle Policy which commenced on 4 July 2016. The Department monitors fleet data and addresses anomalies when they occur.*

3.10 The Committee wrote to the DoJ and requested it provide a copy of its Vehicle policy and evidence of the monitoring of fleet and exception reports:

3.11 The Department stated:

*The Department has a number of specific use vehicles within its outputs which cannot be rotated due to their specialist nature. The Department regularly monitors all vehicle servicing dates to ensure that the vehicles are appropriately maintained and replacement dates to ensure vehicles are replaced on time. Additionally, the vehicles included in the Department's specific fleets are rotated regularly (at least quarterly) to ensure that they are evenly utilised. The Department also offers staff with private plated vehicles as part of their employment packages the opportunity to swap vehicles each year.*

## FINDINGS

The Committee notes:

8. DoJ has completed its Vehicle Policy which commenced on 4 July 2016.
9. DoJ has a number of specific use vehicles within its outputs which cannot be rotated due to their specialist nature.
10. The policy provides more rigour around usage of vehicles, provides a standardised set of vehicle fleet key performance indicators and an improved review and reporting structure.

3.12 Department of Premier and Cabinet response:

*DPAC actively monitors the fleet usage reports and liaises with its Business Units regularly to maximise efficiencies and rotate vehicles where it is considered*

*appropriate (2016). DPAC continues to actively monitor its fleet usage reports and liaises with Business Units should an anomaly arise. Where practical, DPAC rotates its operational vehicles to maximise usage (2018).*

3.13 The Committee wrote to DPAC seeking evidence of the monitoring of fleet and exception reports.

3.14 The Department provided evidence of exception reports and stated:

*DPAC's vehicle fleet coordinator regularly monitors the fleet in consultation with Business Units. Additionally, the fleet coordinator runs a monthly 'exception report' and on many occasions there are no exceptions reported. Where there are exceptions reported, the fleet coordinator will email the custodian of the vehicle to rectify the particular matter. Generally, the exceptions relate to 'overdue for servicing'.*

*DPAC regularly reviews G plated vehicles when they are due for replacement to find the most operationally fit for purpose and cost effective vehicle.*

*DPAC recently sought an exemption from the Whole of Government Vehicle Contract, to procure an operationally fit for purpose vehicle for the Tasmanian Government Courier Service. This vehicle significantly reduces the Whole of Life Costs and FBT Liability on the previous vehicles used by the Courier Service.*

## FINDING

The Committee notes:

11. DPAC monitors its fleet usage reports and liaises with Business Units should an anomaly arise.

**AUDITOR-GENERAL RECOMMENDATION 5 – ALL DEPARTMENTS MORE EFFECTIVELY ROTATE MOTOR VEHICLES TO ENSURE MORE EVEN USE OF VEHICLES.**

3.15 Department of State Growth response:

*Since the release of the Auditor-General's report the department has rotated a number of operational vehicles which have been identified with high usage and continues to do so.*

FINDING

The Committee notes:

12. The DoSG has commenced the practice of rotating a number of operational vehicles which have been identified with high usage.

3.16 Department of Justice response:

October 2018 Update:

*The Department:*

*- Implemented its Vehicle Policy from 4 July 2016;*

*- Completed the review of the Home Garaging Policy on 4 July 2016;*

*Additionally, the Department will rotate underused vehicles as and when required.*

FINDING

The Committee notes:

13. The DoJ will rotate underused vehicles as and when required.

3.17 Department of Premier and Cabinet (DPAC) response:

*It should be noted that in some instances and due to the nature of some operational aspects of the Department, the rotation of some vehicles is not practical (2016). This remains the case in some circumstances (2018).*

FINDING

The Committee notes:

14. DPAC claim that the rotation of some vehicles is impractical due to the nature of some operational aspects of the Department.

3.18 Department of Primary Industries, Parks, Water and Environment response:

*DPIPWE continues to look for rotation opportunities as part of the vehicle replacement process.*

*The existing fleet is reviewed to identify opportunities where underutilised cars could be reassigned rather than a new vehicle acquired. The quarterly reports on fleet management provided to Business Managers contain detailed data that enables the identification of potentially underutilised vehicles that may be suitable for rotation to high-use areas. The new Vehicle Request Form also formally identifies the rotation of underutilised vehicles.*

*There are however a number of specialised field vehicles within the Department where rotation is not practical.*

## FINDINGS

The Committee notes:

15. DPIPWE has the practice to look for rotation opportunities as part of the vehicle replacement process.
16. DPIPWE claims it is impractical to rotate a number of specialised field vehicles.

**AUDITOR-GENERAL RECOMMENDATION 6 – THE DEPARTMENT OF PREMIER AND CABINET ENSURE THAT DRIVER TRAINING IS PROVIDED WHERE NECESSARY TO IMPROVE THE FUEL EFFICIENCY OF ITS MOTOR VEHICLE FLEET.**

3.19 DPAC provided the following response:

*The Local Government Division has undertaken Defensive Driver training at the Tasmanian Police Academy. Similarly, the Ministerial Transport Drivers have undertaken a refresher desktop driver training program at the same location. Shortly the Office of Security and Emergency Management undertake Defensive Driver Training at the Police Academy.*

*DPAC continues to monitor the need for targeted driver training and will participate as appropriate (2018).*

3.20 The Committee wrote to DPAC seeking evidence of any improved fuel efficiency of its motor vehicle fleet.

DPAC stated:

*The current DPAC Fleet comprises 59 vehicles. This is made up of:*

- *16 G plated vehicles*
- *15 Ministerial Transport Vehicles*
- *28 Private plated vehicles provided as part of remuneration to Senior Executives*

*The 16 G plated vehicles are monitored to maximise efficiency. If there are any anomalies with fuel usage, this is identified in the exception reporting. DPAC is not aware of any anomalies regarding fuel usage.*

*Upon replacement of G plated vehicles, the fleet coordinator liaises with Business Units to identify an operationally fit for purpose vehicle, taking into account opportunities to procure a fuel efficient vehicle. DPAC also examines opportunities to replace combustion engine vehicles with Electric Vehicles (EV) and acknowledges that as the EV infrastructure improves, replacement to EVs will follow.*

## FINDINGS

The Committee notes:

17. DPAC has introduced measures to monitor fuel usage and efficiency.
18. DPAC is examining opportunities to replace combustion engine vehicles with Electric Vehicles.

**AUDITOR-GENERAL RECOMMENDATION 7 – ALL DEPARTMENTS INTRODUCE MECHANISMS SUCH AS TRAINING AND SPOT CHECKS TO ENSURE LOGBOOKS FOR G-PLATED MOTOR VEHICLE ARE COMPLETE AND ACCURATE.**

3.21 Department of State Growth response:

*The department undertakes periodic spot checks of log books and follow up with custodians. Upon allocation of a vehicle, custodians are trained in the requirement*

*to complete logbooks. In addition, upon collection of fleet vehicles, officers are reminded to complete vehicle logs. Practices are currently being reviewed to ensure follow-up occurs on a more regular basis.*

#### FINDING

The Committee notes:

19. DoSG undertakes periodic spot checks of log books and are reviewing the process of follow up with custodians.

#### 3.22 Department of Justice response:

*The Department reviews all vehicle logbooks every year as part of the preparation of the (FBT) return. This review ensures that every vehicle has a current logbook and that every logbook is correctly completed. The Department has a number of documents explaining the costs of FBT in addition to instruction on how to properly complete a logbook.*

October 2018 Update:

*This review has continued to be performed as part of the FBT return. The Department has recently undertaken a detailed review of all home garaging arrangements, which was completed on 5 October 2018*

- 3.23 The Committee wrote to DoJ to determine whether spot checks are undertaken.

#### 3.24 The Department stated:

*Due to resourcing limitations, the Department does not specifically undertake 'spot checks' of logbooks. However, the Department reviews the logbooks of all vehicles as part of the FBT Return. The Department also reviews all vehicle home garaging approvals around October each year, and as part of that process reviews the logbooks of all home garaged vehicles to confirm the justification for home garaging is supported. The Department also provides instructions for staff on how to correctly complete logbooks.*

## FINDINGS

The Committee notes:

20. DoJ undertakes an annual review of logbooks in conjunction with its FBT return.
  21. Spot checks are not undertaken by the Department.
  22. DoJ reviews all vehicle home garaging approvals once a year and relevant logbooks are checked.
- 3.25 Department of Premier and Cabinet response:

*DPAC actively liaises with its Business Units and encourages them to ensure that log books are maintained and details of trips are accurately recorded. This practice assists with the completion of the Annual FBT reporting and assists with reducing the Departments FBT liability (2016). This practice remains in place. (2018).*

- 3.26 The Committee wrote to DPAC to determine whether spot checks are undertaken.

- 3.27 The Department stated:

*The four centrally managed G plated vehicle log books located at 15 Murray Street Hobart are checked on a weekly basis. The other G plated vehicles are dispersed throughout the central CBD and other regional centres throughout Tasmania. Spot checks have not been routinely undertaken on these vehicles.*

*The Ministerial Transport Fleet provides weekly logs of travel and allowance claims, which are checked by: the Driver; an Officer within the Ministerial Transport Service; and also by the DPAC Financial Management Services branch. Any log book anomalies are identified as part of the cross check process, and as part of processing travel claims.*

## FINDINGS

The Committee notes:

23. DPAC undertakes an annual review of logbooks in conjunction with its FBT return.

24. Weekly spot checks of logbooks are undertaken on four centrally managed G-plated vehicles but not on those vehicles which are dispersed in the Hobart CBD or regional centres.
25. Weekly logs of the Ministerial Transport Fleet are checked regularly.

3.28 Department of Primary Industries, Parks, Water and Environment response:

*As previously reported the Department does not have a formal mechanism for log book spot checking, however compliance reviews are undertaken by the Department's Finance Branch. All log books are provided to the Branch with any anomalies, missing or incomplete information further investigated.*

*An intended major outcome of the implementation of the GPS project would be an electronic logbook. The electronic logbooks offers the ability to collect data which is more accurate, more complete and easier to analyse. Importantly, it would significantly lessen the manual recording of information by staff and, in turn, reduce the error that is associated with such a process.*

## FINDINGS

The Committee notes:

26. DPIPWE does not have a formal mechanism for log book spot checking.
27. Compliance reviews are undertaken by the Department's Finance Branch.
28. An intended outcome of the implementation of the GPS project would be an electronic logbook which will offer the ability to collect data which is more accurate, more complete and easier to analyse.

**AUDITOR-GENERAL RECOMMENDATION 8 – THE DEPARTMENT OF JUSTICE ENSURE THAT MOTOR VEHICLE LOGBOOKS ARE PROPERLY STORED TO ENSURE THEY ARE RETRIEVABLE AT SHORT NOTICE.**

3.29 Department of Justice response:

*A current hard or electronic copy logbook is maintained by the Finance Branch for every vehicle as part of the documentation preparation for the Fringe Benefits Tax (FBT) return each year.*

October 2018 Update:

*This record keeping arrangement continues as part of the FBT return preparation process. An electronic version of every logbook utilised in the FBT return is maintained.*

#### FINDING

The Committee notes:

29. The DoJ maintains an electronic copy logbook for every vehicle, with the Finance Branch, as part of the documentation preparation for the Fringe Benefits Tax (FBT) return each year.

**AUDITOR-GENERAL RECOMMENDATION 9 – THE DEPARTMENT OF JUSTICE PROCEDURES FOR AUTHORISATION AND BOOKING OF CARS BE INCLUDED IN DEPARTMENTAL FLEET USAGE INSTRUCTIONS.**

3.30 Department of Justice response:

*The Departmental vehicle policy will include an overview of vehicle booking procedures, with additional information provided in the vehicle booking software documentation.*

October 2018 Update:

*The Department has completed the Vehicle Policy which commenced on 4 July 2016. The policy includes information on booking vehicles, in addition to transport arrangements if no vehicles are available.*

#### FINDING

The Committee notes:

30. The DoJ Vehicle Policy includes information on booking vehicles, in addition to transport arrangements if no vehicles are available.

AUDITOR-GENERAL RECOMMENDATION 10 – ALL DEPARTMENTS CONDUCT REGULAR ZERO-BASED REVIEWS OF FLEET SIZE IN ACCORDANCE WITH DPAC GUIDELINES.

3.31 Department of State Growth response:

*The department undertakes periodic reviews of vehicles to look for opportunities and this has been demonstrated through the reductions in the fleet size achieved since the creation of the department. Further fleet savings are expected in the next six months following the completion of a couple of internal reviews of functions.*

FINDINGS

The Committee notes:

31. DoSG undertakes periodic reviews of vehicle numbers.
32. A reduction in vehicle numbers has been achieved since the creation of the department.

3.32 Department of Justice response:

*The Departmental vehicle policy will require the replacement of all vehicles to be reviewed by Finance to ensure the replacement vehicle is necessary. All new vehicles will require a business case. The Department does not have the resources to conduct regular zero-based reviews of fleet size. The required fleet size will be monitored through the KPIs.*

October 2018 Update: *All of these items are included in the Vehicle Policy.*

FINDINGS

The Committee notes:

33. DoJ reviews the replacement of each vehicle to ensure it is necessary and all new vehicles require a business case.

34. The Vehicle Policy prescribes the review process for renewal of existing vehicles and requires a business case to support requests for new vehicles.

3.33 Department of Premier and Cabinet response:

*Responsibility for Recommendation 10, is in the process of being transferred to Department of Treasury & Finance. However, DPAC supports this approach (2016). DPAC continues to manage the Whole of Government Policy – “Policy and Guidelines for the Allocation and Use of Tasmanian Government Motor Vehicles within the State Service”. However, it is intended that this Policy be transferred to the Department of Treasury and Finance. Nevertheless, DPAC is supportive of the recommendation. (2018).*

3.34 The Committee wrote to Department of Treasury and Finance (DTF) to determine whether transfer of responsibility for the whole of government *Policy and Guidelines for the Allocation and Use of Tasmanian Government Motor Vehicles within the State Service* has occurred.

3.35 The Department stated:

*Following the Audit, Treasury assisted agencies to respond to the Auditor-General’s recommendations by encouraging greater use of the Government Fleet Manager’s monitoring and reporting capabilities. This assisted agencies improve vehicle utilisation, reduce vehicle numbers, select more efficient models and optimise lease terms.*

*I note the Auditor-General did not make a recommendation about ongoing central agency responsibility for the Policy. However, in response to the Report, Treasury and the Department of Premier and Cabinet discussed responsibility for the Policy, particularly in relation to section 4 of the Policy about conditions of employment for private plated vehicles. While Treasury manages the operational components of the Policy, DPAC is responsible for sections of the Policy that relate to private plated vehicles.*

*The Departments have agreed that the Policy will formally transfer to Treasury. Treasury will seek advice about employment conditions for privately plated vehicles*

*from DPAC, as required. Treasury anticipates that transition of responsibility for the Policy will occur before 31 December 2019.*

## FINDINGS

The Committee notes:

35. DPAC supports the approach taken by the Auditor-General and advised responsibility for the recommendation to conduct regular zero-based reviews of fleet size, in accordance with DPAC guidelines, is to be transferred to DTF.
  36. Transition of responsibility for the Whole of Government Policy “*Policy and Guidelines for the Allocation and Use of Tasmanian Government Motor Vehicles within the State Service*” from DPAC to Treasury will occur before 31 December 2019.
- 3.36 Department of Primary Industries, Parks, Water and Environment response:

*The Department continuously review the appropriateness of its fleet through a comprehensive vehicle replacement assessment (the Vehicle Request Form) each time vehicle replacement is requested. This process includes a review of recent usage data to ensure the potential for internal transfers of underutilised vehicles are considered in the first instance. If a replacement vehicle is required, the process informs the best choice of vehicle, accessories and contract term. This process is considered a more efficient and timely alternative to a program of whole-of-fleet reviews or a zero based review of fleet size.*

## FINDINGS

The Committee notes:

37. DPIPWWE has a process to review recent usage data to ensure the potential for internal transfers of underutilised vehicles is considered in the first instance when a vehicle is requested.
38. If a replacement vehicle is required, the process informs the best choice of vehicle, accessories and contract term.

AUDITOR-GENERAL RECOMMENDATION 11 – ALL DEPARTMENTS CONSIDER INTRODUCTION OF ARRANGEMENTS FOR SHARING OF FLEET CARS WITH OTHER GOVERNMENT DEPARTMENTS TO ENABLE REDUCTIONS IN THE SIZE OF DEPARTMENT FLEETS.

3.37 Department of State Growth response:

*The Department is actively working with other agencies to be located in the new CH Smith building in Launceston to have a shared fleet for the site. This is expected to operate from May 2019.*

3.38 The Committee wrote to DoSG for confirmation that the shared fleet arrangement had been implemented.

3.39 The Department stated:

*The sharing of fleet cars in the CH Smith has not occurred to date as the Department has just recently moved staff into the building on 20 June 2019. Initial scoping has not progressed due to differences in agencies booking systems, and policy arrangements across agencies in addition to the variety of uses of the Government vehicle fleet across tenant agencies.*

#### FINDING

The Committee notes:

39. DoSG and other departments have not implemented the shared fleet arrangement intended at the CH Smith building in Launceston.

3.40 Department of Justice response:

*Use of the Department's carpooling software within the Hobart CBD has been offered to a number of other agencies. A number have shown an interest to date, and will be included in the rollout.*

October 2018 Update: *The Department has determined not to proceed with the carpooling software in the Hobart CBD as noted above.*

3.41 The committee wrote to DoJ to determine why the department determined not to proceed with the car-pooling software in Hobart CBD.

3.42 The Department stated:

*There were two major reasons: there weren't sufficient resources centrally to fully develop procedures, train staff and manage the vehicles, but primarily because the Department discontinued the leases of over 20% of its Hobart CBD vehicle fleet. Additionally, because the remaining vehicles were spread at multiple locations throughout the CBD, rather than in a traditional fleet location (like the Department has at its Rosny site), it would have been cumbersome for staff to use. It should be noted that the Department operates car pooling software for a number of sites where 'traditional' fleets are operated in Rosny, Launceston and Burnie (9, 6 and 6 vehicles respectively). Departmental outputs also share vehicles where necessary and outputs without direct access to their own vehicle can access vehicle held by other outputs which are available.*

3.43 Department of Premier and Cabinet response:

*DPAC regularly makes operational vehicles assigned to a specific Business Unit available to other Business Units within the Department (2016). This practice applies within DPAC (2018).*

*Periodically, DPAC will seek to loan a vehicle from another Agency for short periods in preference to hiring or leasing an additional vehicle (2016). DPAC has loaned vehicles from other Agencies previously, and will continue to adopt this practice in appropriate circumstances (2018).*

*Administratively, Recommendation 11 does pose some obstacles in relation to the management and allocation of any fleet sharing arrangements and this diminishes opportunities to implement this recommendation successfully (2016). DPAC maintains there is a range of operational issues that would make this recommendation difficult to implement successfully. Although, DPAC is open to exploring opportunities for sharing fleet vehicles with other Agencies (2018).*

*This is not to say that opportunities to enter into sharing arrangements should not be examined to maximise efficiencies and vehicle utilisation across the entire Government Fleet (2016). DPAC supports this position. (2018).*

3.44 Department of Primary Industries, Parks, Water and Environment response:

*No further action has been taken on the recommendation of cross-Agency sharing. DPIPWE has minimal pool vehicles (unallocated) which are available under a vehicle booking system.*

#### FINDINGS

The Committee notes:

40. The Departments found this recommendation difficult to implement as recommended by the Auditor-General.
41. DPAC and DPIPWE are exploring other models of vehicle sharing.
42. DoJ operates carpooling software at sites where a 'traditional' fleet operates.
43. DoJ claims carpooling is cumbersome in the Hobart CBD as cars are spread over multiple sites.

#### AUDITOR-GENERAL RECOMMENDATION 12 – ALL DEPARTMENTS DEVELOP FLEET MANAGEMENT KPIS TO DRIVE IMPROVED EFFICIENCY.

3.45 Department of State Growth response:

*To date the department has not implemented any KPIS. The department is still merging its vehicle management systems and practices. Once this is completed, it will provide the data to develop and monitor KPIS.*

#### FINDING

The Committee notes:

44. DoSG has not implemented any KPIS to date.

3.46 Department of Justice response:

*The implementation of a new vehicle policy will provide for a standardised set of vehicle fleet key performance indicators and an improved review and reporting structure.*

October 2018 Update: *All of these items are included in the Vehicle Policy.*

FINDING

The Committee notes:

45. The DoJ Vehicle Policy introduced a standardised set of vehicle fleet KPIs and an improved review and reporting structure.

3.47 The Committee wrote to DPAC to determine whether fleet management KPIs have been developed.

3.48 The Department stated:

*Given the small size of DPAC's vehicle fleet and limited exception reporting anomalies, DPAC does not propose to develop specific Fleet Management KPIs. DPAC is confident that it manages its fleet efficiently and effectively and uses the LeasePlan Online Portal to assist with fleet management responsibilities.*

FINDING

The Committee notes:

46. DPAC does not intend to develop specific Fleet Management KPIs.

3.49 Department of Primary Industries, Parks, Water and Environment response:

*The development of a Key Performance Indicator (KPI) fleet management report is pending the outcome of the implementation of the GPS project.*

FINDING

The Committee notes:

47. DPIPWE reported that the development of a KPI fleet management report is pending the outcome of the implementation of the GPS project.

## **4 REPORT NO. 11 OF 2013-14: COMPLIANCE WITH THE ALCOHOL, TOBACCO AND OTHER DRUGS PLAN 2008-13**

### **AUDITOR-GENERAL'S RECOMMENDATIONS**

- 4.1 The Auditor-General's report made the following recommendations that:
1. Alcohol and Drug Services finalises state-wide guidelines.
  2. Alcohol and Drug Services works with and supports NGOs to investigate ways to measure the performance of the withdrawal management services.
  3. Alcohol and Drug Services works with and supports NGOs to investigate ways to increase access to withdrawal management services.
  4. Alcohol and Drug Services works with and supports NGOs to implement alternative measures to improve access for clients from the North and North West.
  5. The Department attempts to secure funding to ensure the key stage of aftercare support does not continue to restrict achievement of planned withdrawal management outcomes.
  6. Alcohol and Drug Services works with and supports NGOs to develop alternative aftercare support services.
  7. The Department continues to recruit addiction specialists and jointly with NGOs, investigates options to support and encourage more GPs to work with patients on the opioid pharmacotherapy program.
  8. The Department upgrades data systems to improve information exchanged with pharmacists working with the opioid pharmacotherapy program.

9. Alcohol and Drug Services works with and supports NGOs to develop a service framework to integrate alcohol and drug interventions with other government and non-government services.
10. Alcohol and Drug Services works with and supports NGOs to develop a model of outreach service provision.
11. The Department investigates ways to streamline administrative processes required to implement collaborative services.
12. Alcohol and Drug Services works with and supports NGOs to investigate alternative ways to expand services across all regions.
13. Alcohol and Drug Services defines activity and performance data required for all ATOD services and perform appropriate analysis of that data.
14. Alcohol and Drug Services continues to work with and support ATDC to develop and deliver workforce development programs.
15. The Department implements appropriate clinical information systems to support services across the sector.

4.2 The following correspondence was sent between the Committee and the Department of Health:

- The Committee sent a questionnaire to the Secretary, Department of Health on 11 February 2016;
- The Department of Health provided a response to the questionnaire in October 2018;
- The Committee sent follow-up questions to the Department of Health on 13 November 2019; and
- The Department of Health responded on 4 December 2019. However, not all of the Committee's questions in response to the 13 November letter were answered.

4.3 General comments from the Department regarding progress on action taken to implement the Auditor-General's recommendations are provided in the following pages.

# DEPARTMENTAL RESPONSES TO THE PUBLIC ACCOUNTS COMMITTEE QUESTIONNAIRE

## RECOMMENDATION 1 – ALCOHOL AND DRUG SERVICES FINALISES STATE-WIDE GUIDELINES.

4.4 The Department provided the following comment:

*The Service System Review Report by Siggins Miller was released in April 2018. The report highlights a number of challenges across the ATOD service system, including withdrawal services (both community and inpatient). Specifically, the reform agenda highlights the need to create a treatment framework for the ATOD sector including a withdrawal model of care that will include options for consumers to withdraw in the community or in a medically supervised inpatient setting. There are consultations currently occurring in relation to the reform agenda.*

*The ADS has also recognised the need to create a Model of Care for the Inpatient Withdrawal Unit and has commenced work in developing this document. Currently in draft form, the document highlights the evidence-based model of care that is currently in operational, [sic] highlighting that withdrawal is not a treatment in its own right and that aftercare/discharge planning are critical. Once the MoC is fully endorsed, ADS will start developing clinical guidelines.*

*Accreditation processes across the THS has also seen the development of a whole of state alcohol withdrawal procedure for the acute setting, including the adoption of a form.*

4.5 The Committee wrote to the Department seeking advice as to whether the Model of Care (MoC) has been finalised and if so whether clinical guidelines are in place. If this has not occurred, explain why.

4.6 The Department stated that, as of December 2019:

*The model of care for Inpatient Withdrawal Unit (IPWU) has been endorsed by the Alcohol and Drug Services (ADS) Clinical Specialty Group and is now guiding the work in the unit. The CSOsector was consulted in its development of this document and a statewide roadshow promoting the Model of Care*

*(MoC) is planned for the first week in December 2019 (in partnership with the ATDC).*

*Recommendation: This action is complete.<sup>1</sup>*

## FINDINGS

The Committee notes:

1. The Service System Review Report by Siggins Miller was released in April 2018.
2. The Report highlights a number of challenges across the ATOD service system, including withdrawal services (both inpatient and community).
3. The ADS has commenced work in developing a Model of Care (MoC) for the Inpatient Withdrawal Unit.
4. Once the MoC is fully endorsed, ADS will start developing clinical guidelines.

RECOMMENDATION 2– ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOS TO INVESTIGATE WAYS TO MEASURE THE PERFORMANCE OF THE WITHDRAWAL MANAGEMENT SERVICES.

4.7 The Department provided the following comment:

*Accurate coding in IPWU was identified as an issue in the Service System. The ADS are currently reviewing ICD 10 coding for the unit and organised training at the October 2018 CSG with a coder from the THS to address this issue. This will likely result in whole of service changing to ICD 10 in the future.*

*Data collection is an issue that was identified by the Service System Review and impacts on the entire service system.*

*The KPI data set for IPWU needs to be reviewed and considered in light of the review, and where appropriate some accurate measures used that are in line with the model of care and clinical operations of the unit.*

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<sup>1</sup> Department of Health, Progress Update, November 2019, p.4

4.8 The Committee wrote to the Department seeking further information about how the proposed actions will specifically address recommendation 2 of the Auditor-General and clarity around acronyms and coding.

4.9 The Department stated:

*Data collection is an ongoing issue across the ATOD sector and is identified in the reform agenda for the ATOD sector. ADS (including IPWU) is restricted in data collection due to the systems used across the THS. Coding in IPWU has been improved resulting in clearer data.*

*Daily bed sheets for IPWU has also resulted in clearer indication of admissions and discharges. Ongoing PART [SPELL OUT] Panel also is providing data regarding IPWU admissions.*

*Recommendation: This action is complete.<sup>2</sup>*

#### FINDING

The Committee notes:

5. Data collection is an issue that was identified by the Service System Review and impacts on the entire service system.

### RECOMMENDATION 3 – ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOS TO INVESTIGATE WAYS TO INCREASE ACCESS TO WITHDRAWAL MANAGEMENT SERVICES.

4.10 The Department provided the following comment:

*Admissions to the unit have significantly improved over the last 12 months which can be attributed to a number of key activities. This includes:*

- *Partnerships in AOD Residential Treatment (PART) Panel – comprising of government and residential rehabilitation services, the PART Panel meets on a fortnightly basis to review referrals made to the IPWU and/or one of the rehabs*

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<sup>2</sup> Department of Health, Progress Update, November 2019, p.4-5

*to assess priority and appropriate treatment pathway (recognising that the most complex client should be prioritised for rehab services).*

- *Community Consultation & Liaison – the introduction of a new CL position that has a greater focus on the community than the acute setting has resulted in a greater promotion, understanding and accessibility of IPWU within the CSO ATOD sector.*
- *Co-location of the ADS Community Team – the Counselling Team is now located in the same building as the IPWU. This has increased the profile of the CT and it is now being utilised more as a post discharge plan from the IPWU.*
- *The centralisation of one intake in ADS South has also streamlined the admission process.*
- *Clarity regarding MoC for IPWU (although still in draft)*
- *Transport Procedure and funding for clients from the North and North West*
- *ADS having a greater connection and working relationship with the CSO sector.*

4.11 The Committee wrote to the Department seeking further information about how the key activities outlined in the Department’s response to recommendation 3 have improved access to withdrawal management services. The Committee requested the Department provide data (for each of the last five years) which substantiates the response and identifies the number of clients who have received services and the locations where services are provided.

4.12 The Department stated:

*IPWU admissions continue to be at a steady rate between 7-8 per week (IPWU is a 9-bed unit). IPWU is for planned admissions as per the model of care and in line with best practice for ATOD treatment (i.e. very little evidence for involuntary treatment and for crisis treatment).*

*There are supported transport options for client across the state, backed by an internal protocol. The ADS provide bus tickets/petrol vouchers to support north or north west patients to attend the unit in the South.*

*The PART Panel has been in place for 18 months and this has resulted in increased admissions to the unit and a greater working relationship with the Residential services (i.e. aftercare for IPWU). The MoC will also assist in this process as admission criteria is clear.*

*Recommendation: This action is complete.*<sup>3</sup>

## FINDING

The Committee notes:

6. Limited support is provided to clients in the North and North West regions by way of transport assistance.

RECOMMENDATION 4 – ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOS TO IMPLEMENT ALTERNATIVE MEASURES TO IMPROVE ACCESS FOR CLIENTS FROM THE NORTH AND NORTH WEST.

4.13 The Department provided the following comment:

*The ADS has worked with the CSO sector in developing the transport procedure and having access to ongoing funding to support clients and their family to attend the IPWU has seen an increase in the North and North West clients accessing the service. Further work is needed in this area to better support North West clients in particular.*

*The increase in residential services in the North and North West has also increased demand and with new beds coming online shortly it is anticipated that demand will increase again.*

4.14 The Committee wrote to the Department seeking data:

- where are the clients in the North and North West requiring transport to;
- the number of beds in each region (for each of the last five years); and
- how many beds have come online and where are they.

4.15 The Department responded:

A transport protocol exists with financial support for people needing IPWU from the North and North West.

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<sup>3</sup> Department of Health, Progress Report, November 2019, p.5

*Recommendation: This action is complete.*<sup>4</sup>

## FINDINGS

The Committee notes:

7. ADS has worked with the CSO sector in developing the transport procedure.
8. Ongoing funding to support clients and their family to attend the IPWO has seen an increase in the North and North West clients accessing the service.
9. The Department did not respond to the Committee's questions regarding:
  - where are the clients in the North and North West requiring transport to;
  - the number of beds in each region (for each of the last five years); and
  - how many beds have come online and where are they.<sup>5</sup>

RECOMMENDATION 5 – THE DEPARTMENT ATTEMPTS TO SECURE FUNDING TO ENSURE THE KEY STAGE OF AFTERCARE SUPPORT DOES NOT CONTINUE TO RESTRICT ACHIEVEMENT OF PLANNED WITHDRAWAL MANAGEMENT OUTCOMES AND RECOMMENDATION 6 – ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOs TO DEVELOP ALTERNATIVE AFTERCARE SUPPORT SERVICES.

4.16 The Department provided the following comment for recommendations 5 and 6:

*The Salvation Bridge Program, has been operational in the North West for approximately 2 years. Additional beds in the North, North West and South will be coming online in the not too distant future.*

*This has been raised in the Service System Review and the reform agenda highlights the need for a broader system framework, supported by a framework for withdrawal services and for residential rehabilitation services (which will include short, medium*

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<sup>4</sup> Department of Health, Progress Update, November 2019, p.5

<sup>5</sup> Letter dated 13 November 2019 to the Secretary, Department of Health (provided at Appendix 1)

*and long-term models). The development of improved step up and step-down treatment is being considered within the reform agenda.*

4.17 The Committee wrote to the Department seeking further information regarding:

- what after care the Salvation Bridge program provides;
- what other NGOs provide after care; and
- progress on the development of the improved step up and step down treatment being considered as part of the reform agenda.

4.18 The Department advised:

*The Tasmanian Government announced additional funding for Residential ATOD treatment in 2018. These additional beds have increased discharge options for clients leaving IPWU (i.e. aftercare) and is in line with the IPWU MoC, which stipulates that clients need to have appropriate discharge plans in place to be admitted.*

*This also coincided with the PART Panel commencing, which has seen admissions to the rehab services prioritised and IPWU receiving prompt referrals.*

*Recommendation: This action is complete.<sup>6</sup>*

## FINDINGS

The Committee notes:

10. The Salvation Bridge Program, has been operational in the North West for approximately 2 years.
11. Additional beds in the North, North West and South will be coming online..
12. The Department did not respond to the Committee's questions regarding:
  - what after care the Salvation Bridge program provides;
  - what other NGOs provide after care; and
  - progress on the development of the improved step up and step down treatment being considered as part of the reform agenda.

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<sup>6</sup> Department of Health, Progress Report, November 2019, p.5

RECOMMENDATION 7 – THE DEPARTMENT CONTINUES TO RECRUIT ADDICTION SPECIALISTS AND JOINTLY WITH NGOS, INVESTIGATES OPTIONS TO SUPPORT AND ENCOURAGE MORE GPs TO WORK WITH PATIENTS ON THE OPIOID PHARMACOTHERAPY PROGRAM.

4.19 The Department provided the following comment:

*The pleasing progress in this area that occurred across 2016 and 2017 has continued into 2018 with three (3) additional Consultation Liaison staff now in place statewide. (one in each region) and a Senior Pharmacist position both created and filled.*

*A former GP who was recruited into Alcohol and Drug Services North/North West in 2016 has also commenced his Fellow of the Australian Chapter of Addiction Medicine (FACHAM) training which, when completed, will provide an Addiction Medicine Specialist across this region.*

*A Specialist Medical Practitioner based in the United Kingdom is scheduled to relocate to Tasmania in early 2019. Once orientated, the primary focus of this new recruit will be on providing education and consultation liaison support to GPs statewide.*

*Most importantly, in early 2018 the Department of Health secured Commonwealth funding of \$1.2M over three financial years (2017/18-2019/20) under the National Partnership Agreement on Improving Health Services In Tasmania (Schedule G) to establish and trial an outreach support program for GPs and pharmacists across Tasmania. The aim of this project is to support the management of patients with opioid addiction issues relating to the re-scheduling of over-the-counter codeine. This project will be undertaken by the Tasmanian Health Service within the operating framework of the Alcohol and Drug Service, Tasmanian Opioid Pharmacotherapy Program. A Project Manager commenced in July 2018 to coordinate and manage the activities of the project.*

*The outcomes of the TOPP Outreach Support and Capacity Building Project are:*

- 1. Improved collaboration between GPs, pharmacists and the Alcohol and Drug Service;*

2. *Early identification of patients with over-the-counter codeine and opioid addiction issues;*
3. *Access to safe and effective support for GPs and pharmacists to manage patients who present with addiction issues relating to over-the-counter and other opioids;*
4. *Increased numbers of opioid substitution prescribers and dispensers across Tasmania;*
5. *Increased capacity in primary care for the management of opioid addiction and the judicious use of prescribed opioids and other high risk low value affect modulating medicines;*
6. *Identified strategic purchasing decisions that provide the delivery of best practice addiction services in Tasmania.*

*The following outputs are to be delivered by the Project:*

- *Train and recruit four (4) GPs across the State to manage (within the Alcohol and Drug Service) less complex patients on the Tasmanian Opioid Pharmacotherapy Program;*
- *Development of the model of outreach support for GP and pharmacist advice;*
- *Development of TOPP training materials and training plan in collaboration with Royal Australian College of General Practitioners /Primary Health Tasmania/ Pharmaceutical Society of Australia*
- *Identify and engage with up to 20 GPs for opioid substitution training; and*
- *Identify and engage with up to 10 pharmacists for opioid substitution training.*

## FINDING

The Committee notes:

13. Recommendation 7 has been addressed through:
  - Three additional Consultation Liaison staff are now in place statewide (one in each region);
  - A Senior Pharmacist position has been created and filled; and
  - National Partnership Agreement on Improving Health Services. In Tasmania funding of \$1.2million has been secured to establish and

trial an outreach support program for GPs and pharmacists across Tasmania.

RECOMMENDATION 8 – THE DEPARTMENT UPGRADES DATA SYSTEMS TO IMPROVE INFORMATION EXCHANGED WITH PHARMACISTS WORKING WITH THE OPIOID PHARMACOTHERAPY PROGRAM.

4.20 The Department provided the following comment:

*Significant work has been undertaken by the ADS in conjunction with the DoH Pharmaceutical Services Branch (PSB) and the Pharmacy Guild of Tasmania to develop a new Opioid Substitution Therapy (OST) Incentive Scheme. This scheme – which has now been operating for 14 months – includes a requirement that all participating pharmacies provide activity reports to the PBS on a twice-yearly basis.*

4.21 The Committee wrote to the Department seeking confirmation;

- that the participating pharmacies are providing the required information to the PBS; and
- what benefits have been delivered as a result of participation in this scheme and provide evidence of this.

4.22 The Department stated:

*ADS completed the review of the Pharmacy incentive scheme and implemented the recommendations. The new scheme has been in place for almost 2 years. This has resulted in reports being submitted to PSB twice yearly.*

*The employment of a Senior Pharmacist and Consult & Liaison Services across the state has resulted in better communication between ADS and community pharmacies.*

*The ADS was successful in 2018 in receiving additional funding from the Commonwealth as a result of codeine being up-scheduled to increase both community pharmacists and private prescribers across the state. This project is due to end in June 2020 and ADS is on track to achieve the aims of the project.*

*Recommendation: This action is complete.<sup>7</sup>*

## FINDING

The Committee notes:

14. All pharmacies participating in the Opioid Substitution Therapy Incentive Scheme provide activity reports to the PBS on a twice-yearly basis.
15. The review of the Pharmacy Incentive Scheme has been completed and recommendations implemented.
16. The employment of a Senior Pharmacist and Consult & Liaison Services across the state has resulted in better communication between ADS and community pharmacies.

RECOMMENDATION 9 – ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOS TO DEVELOP A SERVICE FRAMEWORK TO INTEGRATE ALCOHOL AND DRUG INTERVENTIONS WITH OTHER GOVERNMENT AND NON-GOVERNMENT SERVICES.

4.23 The Department provided the following comment:

*The Psychosocial framework is also highlighted and covered in the Service System Review and is one of the recommendations in the Reform Agenda. A youth AOD framework has also been recommended.*

*The ADS has completed a draft model of care for the Counselling Service, which highlights the framework and evidence base for psycho-social interventions (including counselling, therapy, case management, brief intervention) highlighting a treatment philosophy based in relapse prevention, motivational interviewing, trauma informed care and family centred.*

*The current review of the TOPP also recommends the need to create a psycho-social framework, as psycho-social interventions in the treatment of opioid dependence is evidence based and essential in treating the underlying issues of dependence.*

4.24 The Committee wrote to the Department seeking confirmation that:

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<sup>7</sup> Department of Health, Progress Review, November 2019, p.7

- the draft MoC for the Counselling Service has been finalised; and
- the psycho-social framework has been implemented.

4.25 The Department advised:

*The ADS has developed a MoC for counselling services. This MoC is due to go out to key stakeholders for feedback and review and it is anticipated to be endorsed by the Clinical Speciality Group in 2020. Supporting clinical guidelines around specific drugs are yet to be developed which will further enhance ATOD treatment.*

*The Reform Directions as a result of Siggins Miller review in 2016 also require the development of several MoC, clinical guidelines and frameworks to further enhance and support the work of the ATOD sector.*

*Whilst ADS has developed some of its own internal documents, there is yet to be the development of these for the sector.*

*Psycho-social supports are highlighted in the IPWU MoC and are included in the TOPP (currently under review). Pharmacotherapy MoC needs to be developed to include a significant emphasis on psycho-social supports.*

*Recommendation: This action is complete.*

#### FINDING

The Committee notes:

17. ADS has completed a draft model of care for the Counselling Service.
- 17a While the Department has advised that this action is complete, work still needs to be done to develop and implement the Pharmacotherapy Model of Care.

#### RECOMMENDATION 10 – ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOS TO DEVELOP A MODEL OF OUTREACH SERVICE PROVISION.

4.26 The Department provided the following comment:

*Given the rural nature of Tasmania, outreach services are essential for providing ATOD treatment. Both the ADS and the CSO sector undertake outreach, and some services in the North East, North West and West are specifically funded to provide these. This was again highlighted in the Service System Review with consumers providing feedback about access.*

- 4.27 The Committee wrote to the Department seeking information about what outreach services are provided in the regional areas of the State and how often the services are provided (North, North West, West Coast, North East, and the Bass Strait Islands).
- 4.28 The Department did not provide specific details but advised that, as of November 2019, the recommendation was “mostly complete”.

#### FINDING

The Committee notes:

18. Both ADS and the CSO (full words for all findings) sector claim to undertake outreach services.

#### RECOMMENDATION 11 – THE DEPARTMENT INVESTIGATES WAYS TO STREAMLINE ADMINISTRATIVE PROCESSES REQUIRED TO IMPLEMENT COLLABORATIVE SERVICES.

- 4.29 The Department provided the following comment:

*The DHHS Grants Management Unit has streamlined processes around the approval and payment of funding to community sector organisations. Further developments on the preparation and approval of business cases has resulted in a more efficient and timely process. Ongoing improvements and developments to the funding system continue to occur if/when issues arise.*

*The electronic grants management system has now been fully established and automatically generates funding agreements when required.*

#### FINDING

The Committee notes:

19. Recommendation 11 has been addressed by the Department.
20. DHHS Grants Management Unit has streamlined processes around the approval and payment of funding to community sector organisations.
21. The electronic grants management system has now been fully established and automatically generates funding agreements when required.

RECOMMENDATION 12 – ALCOHOL AND DRUG SERVICES WORKS WITH AND SUPPORTS NGOS TO INVESTIGATE ALTERNATIVE WAYS TO EXPAND SERVICES ACROSS ALL REGIONS.

4.30 The Committee wrote to the Department seeking information about whether additional services had been expanded into all regions as recommended and if so what additional services have been provided and where.

4.31 The Department stated:

*It is anticipated the development of the Reform Agenda for ATOD services in Tasmania, will provide a plan for improving and developing ATOD services across the State. Some additional development of services has occurred in recent years with additional resources directed to residential rehabilitation, promotional prevention activities, counselling and support services and funding to progress the development of a consumer organisation for the State.*

4.32 The Committee wrote to the Department seeking information about whether additional services had been expanded into all regions as recommended and, if so, what additional services had been provided and where.

4.33 The Department did not provide specific additional details but advised that, as of November 2019, the action was complete.

FINDING

The Committee notes:

22. In recent years additional resources have been directed to residential rehabilitation, promotional prevention activities, counselling and support services and funding to progress the development of a consumer organisation for the State.

RECOMMENDATION 13 – ALCOHOL AND DRUG SERVICES DEFINES ACTIVITY AND PERFORMANCE DATA REQUIRED FOR ALL ATOD SERVICES AND PERFORM APPROPRIATE ANALYSIS OF THAT DATA.

4.34 The Department provided the following comment:

*A significant amount of work has occurred with the development of the Outcomes Purchasing Framework. All funded organisations now have a renewed funding*

*agreement that incorporates a range of consumer outcomes and related key performance indicators. These have been developed in consultation with the sector.*

*Further work on activity reporting and performance data will be progressed as part of the development of a Reform Agenda for Alcohol and Drug Services in Tasmania. This will be progressed by the 'data set working group'.*

*The Alcohol and Drug Services is currently working closely with Primary Health Tasmania, University of Tasmania and the ATDC to review and optimise local data collections/processes. This work will support the development for key indicators, their definitions and how they may be captured and frequency of reporting.*

4.35 The Committee wrote to the Department requesting an update on progress of the capture and analysis of activity performance data relating to all ATOD services.

4.36 The Department did not provide specific additional details but advised that, as of November 2019, the action was complete.

#### FINDING

The Committee notes:

20. All funded organisations now have a renewed funding agreement that incorporates a range of consumer outcomes and related key performance indicators.

#### RECOMMENDATION 14 – ALCOHOL AND DRUG SERVICES CONTINUES TO WORK WITH AND SUPPORT ATDC TO DEVELOP AND DELIVER WORKFORCE DEVELOPMENT PROGRAMS.

4.37 The Department provided the following comment:

*The ADS continues to work with the ATDC to deliver workforce development programs and training activities. AT the organisational level these discussions are facilitated via the EAG which ADS and the ATDC co-chair; and monthly meetings between the CEO of the ATDC and State Manager ADS. Statewide Mental Health Services also continues to ensure that all relevant training opportunities are offered to the broader AOD sector.*

*In early 2018 this led to Cognitive Behaviour Therapy (CBT) workshops being offered to ATOD sector staff statewide with statewide Trauma Informed Care workshops scheduled for October 2018.*

*ADS and the ATDC also have a total of three (3) educators Statewide who provide specialist training to alcohol and drug workers. This training is open to all sector staff.*

## FINDING

The Committee notes:

20. The Department has addressed recommendation 14.
21. The ADS continues to work with the ATDC to deliver workforce development programs and training activities.
22. Cognitive Behaviour Therapy (CBT) workshops were offered to ATOD sector staff statewide in early 2018.
23. ADS and the ATDC have a total of three educators Statewide who provide specialist training to alcohol and drug workers.

## RECOMMENDATION 15 – THE DEPARTMENT IMPLEMENTS APPROPRIATE CLINICAL INFORMATION SYSTEMS TO SUPPORT SERVICES ACROSS THE SECTOR.

4.38 The Department provided the following comment:

*The ADS continue to operate with the In-Patient Manager (iPM) and utilises the Digital Medical Record (DMR) to electronically manage clinical and service data.*

*Some one-off funding was identified in response to the NW Review Report to investigate an information management (or collection) system for use across the AOD sector.*

*A number of options are being considered here.*

*In the interim ADS is currently focussing on introducing the 'live-entry' capacity of the DMR across all clinical services to support real-time reporting of clinical activity.*

4.39 The Committee wrote seeking confirmation that the proposed information (or collection) system has been finalised.

4.40 The Department advised:

*The ADS continues to use the endorsed THS systems. Currently all ADS services use iPM to collect data in relation to client attendance. This is largely an administrative tool that has been adapted to allow for minimal data collection (NMDS data is collected from this system).*

*In early 2020 ADS statewide will implement use of the Digital Medical Record (DMR) as the clinical record for clients. The ADS is ready to transition to this system. Largely the DMR is a scanning and storage system for medical records with limited direct entry capability.*

*The ATDC have been championing for better and appropriate clinical information systems across the ATOD sector.*

#### FINDINGS

The Committee notes:

24. ADS operates with In-Patient Manager (iPM) and utilises the Digital Medical Record (DMR) to electronically manage clinical and service data.
25. As of 13 November 2019, the information (collection) system had not been finalised.



**Hon Ivan Dean MLC**

**Committee Chair**

26 June 2020