



Tasmanian Audit Office

Follow up of selected Auditor-General reports: September 2011 to June 2014

Report of the Auditor-General
No. 10 of 2016–17

4 April 2017



Audit objective

- Ascertain extent to which recommendations of selected reports were implemented
- Determine reasons for non-implementation

Audit approach

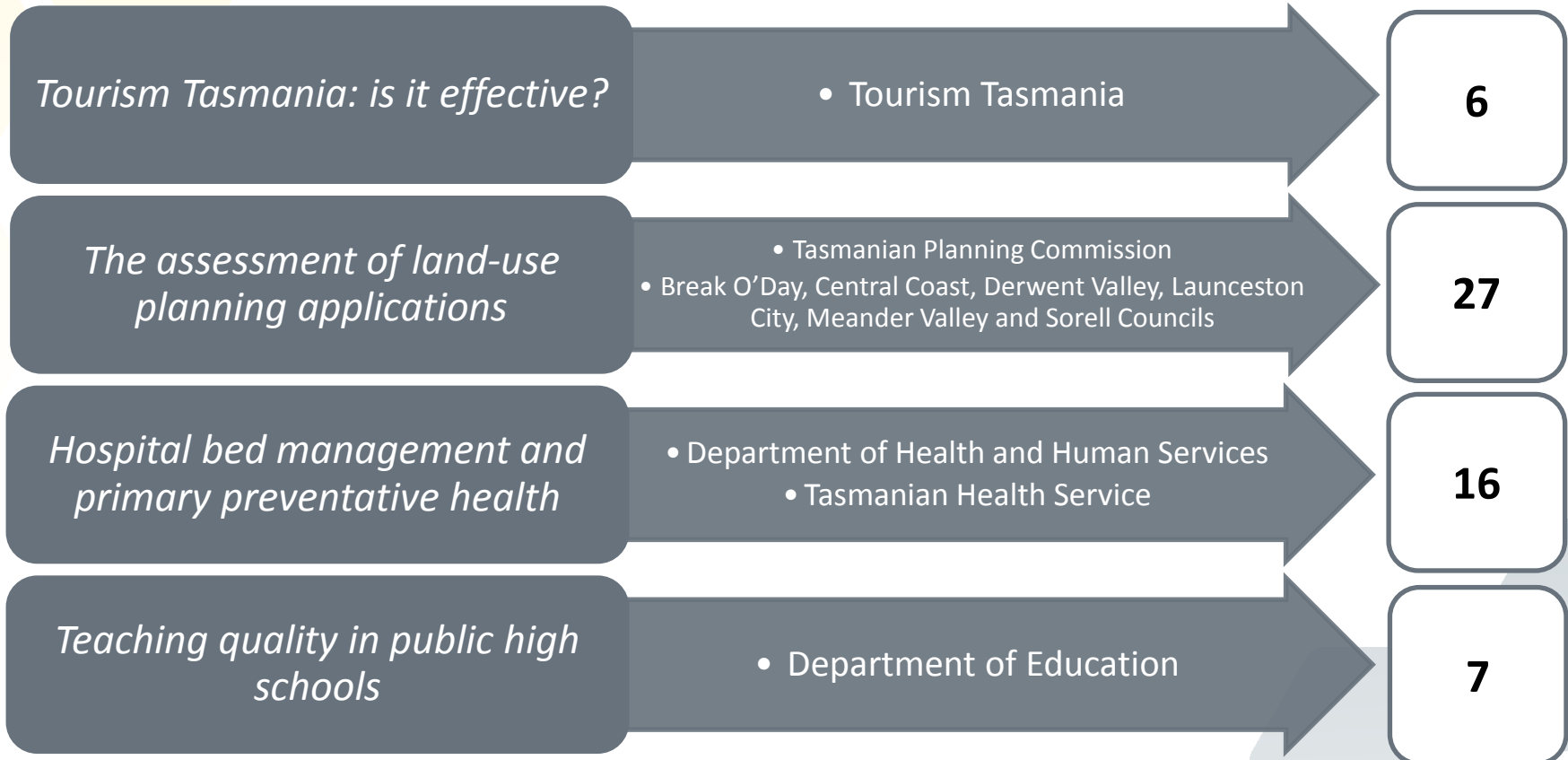
- Survey entities to 'self-assess' extent recommendations implemented
- Collect and review evidence
- Undertake limited additional testing
- Discuss findings with entities
- Moderate and revise results

Audit scope

The four reports selected were:

- *Tourism Tasmania: is it effective? (2011)*
- *The assessment of land-use planning applications (2012)*
- *Hospital bed management and primary preventative health (2013)*
- *Teaching quality in public high schools (2014)*

Audit scope





Tasmanian
Audit Office

Tourism Tasmania: is it effective?

September, 2011

Tourism Tasmania: is it effective?

2011 report — background

- Assessed effectiveness of Tourism Tasmania regarding:
 - promotional campaigns and advertisements
 - implementation of planned strategies and initiatives
 - the *Discover Tasmania* website
- Focused on programs used to market Tasmania

Tourism Tasmania: is it effective?

2011 report — findings

- Strategy decisions based on available evidence ✓
- Strategies largely implemented ✓
- Planning lacked clear and measurable objectives ✗
- *Discover Tasmania* website did not meet best practice design standards ✗

Tourism Tasmania: is it effective?

2017 follow-up — what we found

- Overall implementation rate of 100% ✓
- Strategic intentions clearer ✓
- Campaign planning, implementation and monitoring more effective ✓
- *Discover Tasmania* website redesigned and improved ✓



Tourism Tasmania: is it effective?

Response received – Tourism Tasmania

- Campaign planning, strategic direction and redesign of Discover Tasmania website objectives of Tourism Tasmania Board
- Pleased with findings
- Continuing to strengthen business practices and appreciates findings and recommendations of Tasmanian Audit Office



Tasmanian Audit Office

The assessment of land-use planning applications

March, 2012

The assessment of land-use planning applications

2012 report — background

- Assessed performance of land-use planning application systems
- Aimed to provide benchmark for reform process underway since 2008
- Testing conducted at Tasmanian Planning Commission and six councils

The assessment of land-use planning applications

2012 report — findings

- 15% development applications exceeded statutory limit ✘
- Inconsistencies in counting of elapsed days ✘
- Identified several areas for improvement ✘
 - application processing and assessment systems
 - duplication of effort
 - electronic records management

The assessment of land-use planning applications

2017 follow-up — what we found

- Overall implementation rate of 82% ✓
- Still issues regarding performance reporting and system data ✗
- Considerable progress given ongoing changes to planning landscape in Tasmania ✓

The assessment of land-use planning applications

Responses received

- Break O'Day Council
 - overall report balanced
 - applications that exceed statutory timeframes generally due to referral to Council (with extension of time agreed to)
- Central Coast Council
 - all recommendations considered fully implemented
 - one application assessment outside timeframe due to issues with information received



Tasmanian Audit Office

Hospital bed management and primary preventative health

May, 2013

Hospital bed management and primary preventative health

2013 report — background

- Considered more efficient use of existing facilities attainable by:
 - improving patient throughput – responsibility of former Tasmanian Health Organisations, now Tasmanian Health Service (THS)
 - preventing chronic conditions leading to hospitalisation – responsibility of Department of Health and Human Services (DHHS)

Hospital bed management and primary preventative health

2013 report — findings

- Hospital occupancy rates varied widely ✗
- Separate bed management systems ✗
- High average length of stay, relative stay index and rates of unplanned readmissions ✗
- Substantial reductions in rates of hospital infections ✓
- Effective vaccination ✓
- No key performance indicators regarding patient throughput ✗
- difficult to assess interventions and programs ✗

Hospital bed management and primary preventative health

2017 follow-up — audit scope

- 2013 report contained 16 recommendations directed at DHHS
- Following changes to health system:
 - recommendations 1 to 9 became the responsibility of THS
 - recommendations 10 to 16 remained with DHHS

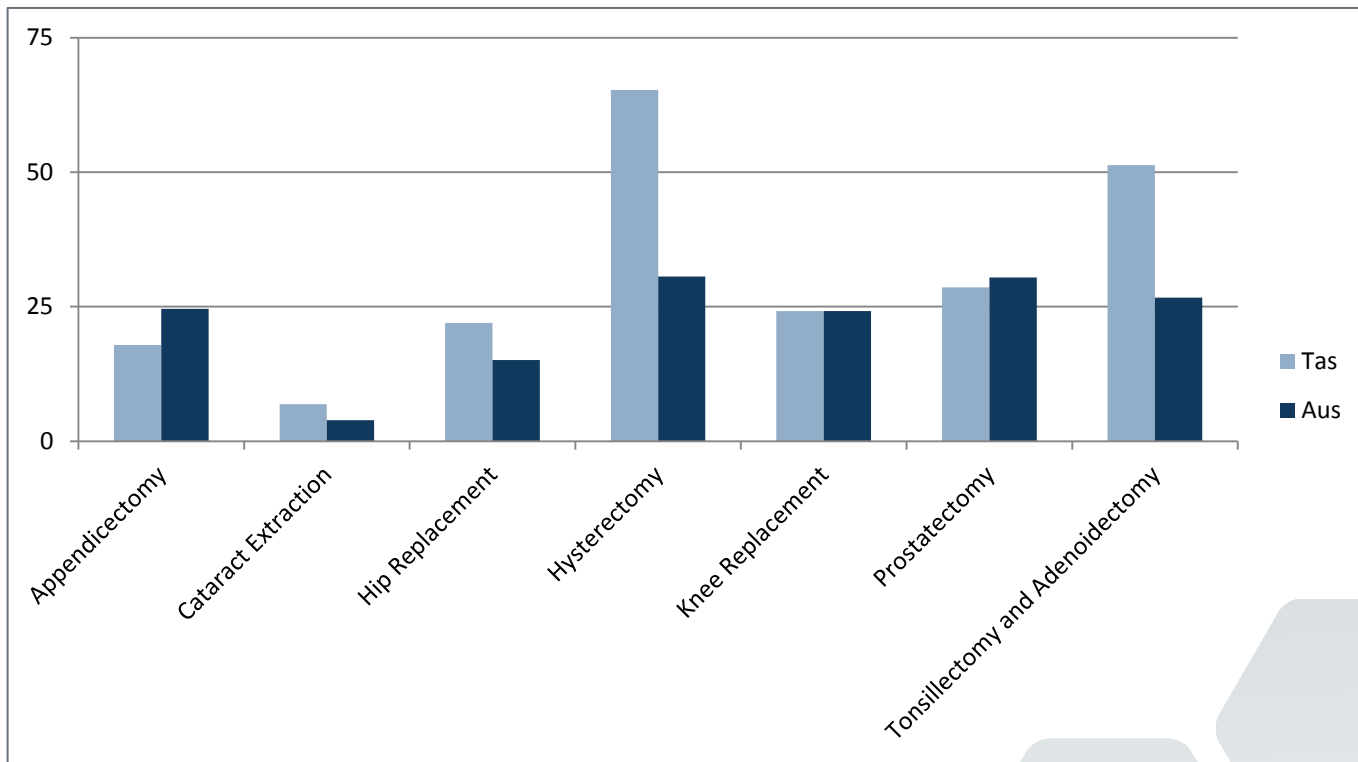
Hospital bed management and primary preventative health

2017 follow-up — what we found

- THS achieved an implementation rate of 58% ✘
- DHHS achieved an implementation rate of 94% ✓
- Overall implementation rate of 74% ✓
- Would have preferred higher implementation by THS
- Reasons for non-implementation discussed in management responses

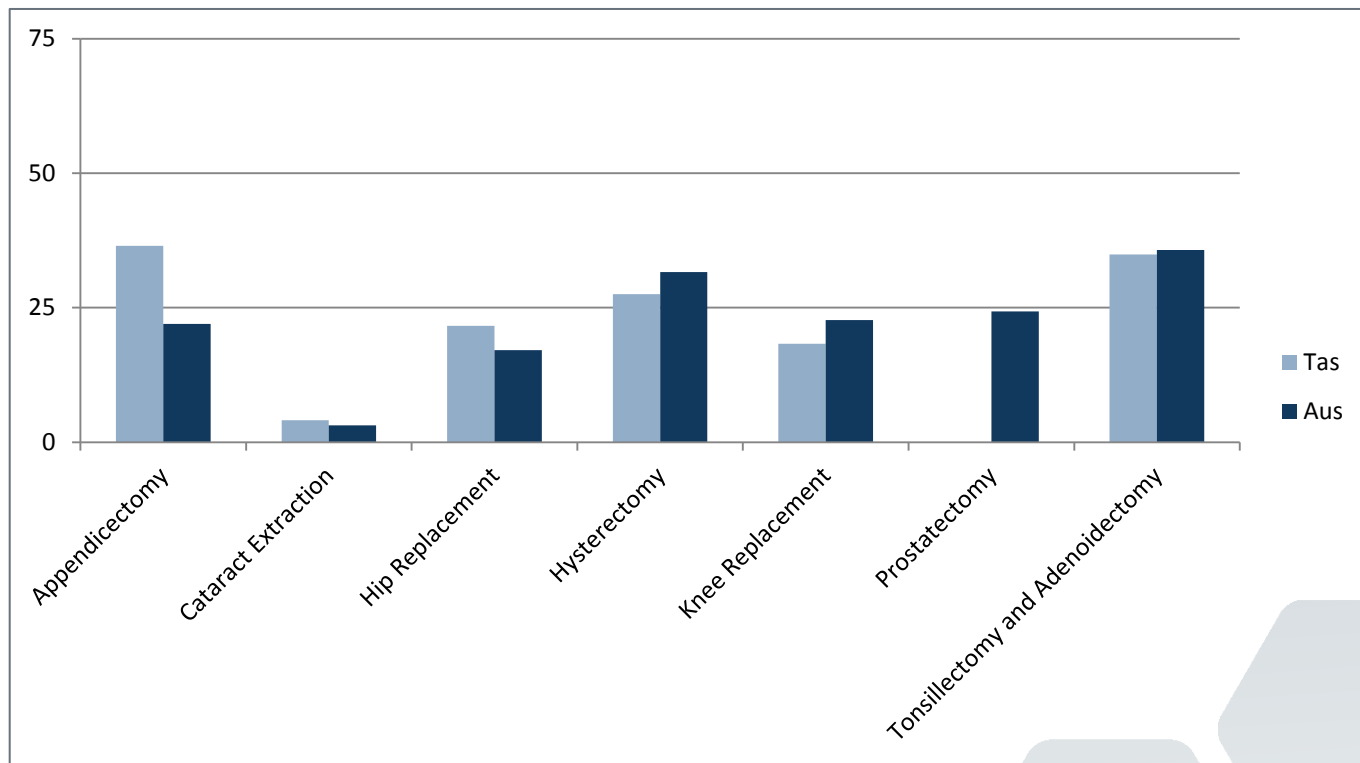
Hospital bed management and primary preventative health

Testing example – Unplanned readmissions (2009–10)



Hospital bed management and primary preventative health

Testing example – Unplanned readmissions (2014–15)



Hospital bed management and primary preventative health

Responses received

- DHHS
 - requested minor amendment, which we agreed to
- THS
 - pleased to note reductions in relative stay index and unplanned readmissions
 - acknowledged value of review but stressed importance of recognising structural and strategic changes, including evidence of activity against current strategic goals
 - committed to pursuing recommendations that drive improved performance



Tasmanian Audit Office

Teaching quality in public high schools

June, 2014

Teaching quality in public high schools

2014 report — background

- Assessed quality of teaching in public high schools
- Reviewed teaching at selected high schools
- Reviewed registration, renewal and complaint procedures at Teachers Registration Board
- Examined data from 2007–08 to 2012–13

Teaching quality in public high schools

2014 report — findings

- Implementation of Tasmanian and Australian curricula demonstrated ✓
- Satisfaction levels monitored but no targets set ✗
- Teachers had either full or provisional registration with Teachers Registration Board ✓
- Non-specialist teachers widely used ✗
- Departmental guidance lacking ✗

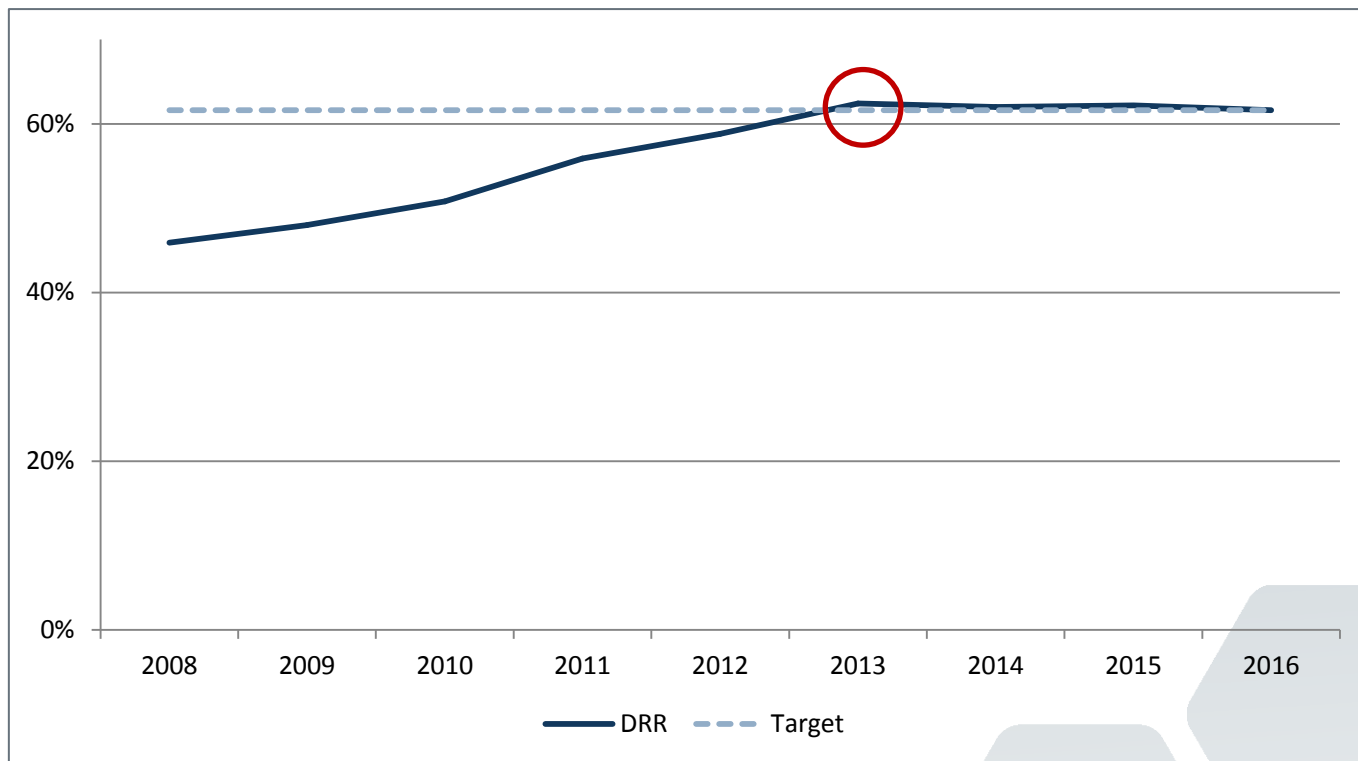
Teaching quality in public high schools

2017 follow-up — what we found

- 3 of the 7 recommendations fully implemented ✓
- Remaining 4 recommendations partially implemented
- Overall rate of implementation of 79% exceeded our benchmark ✓

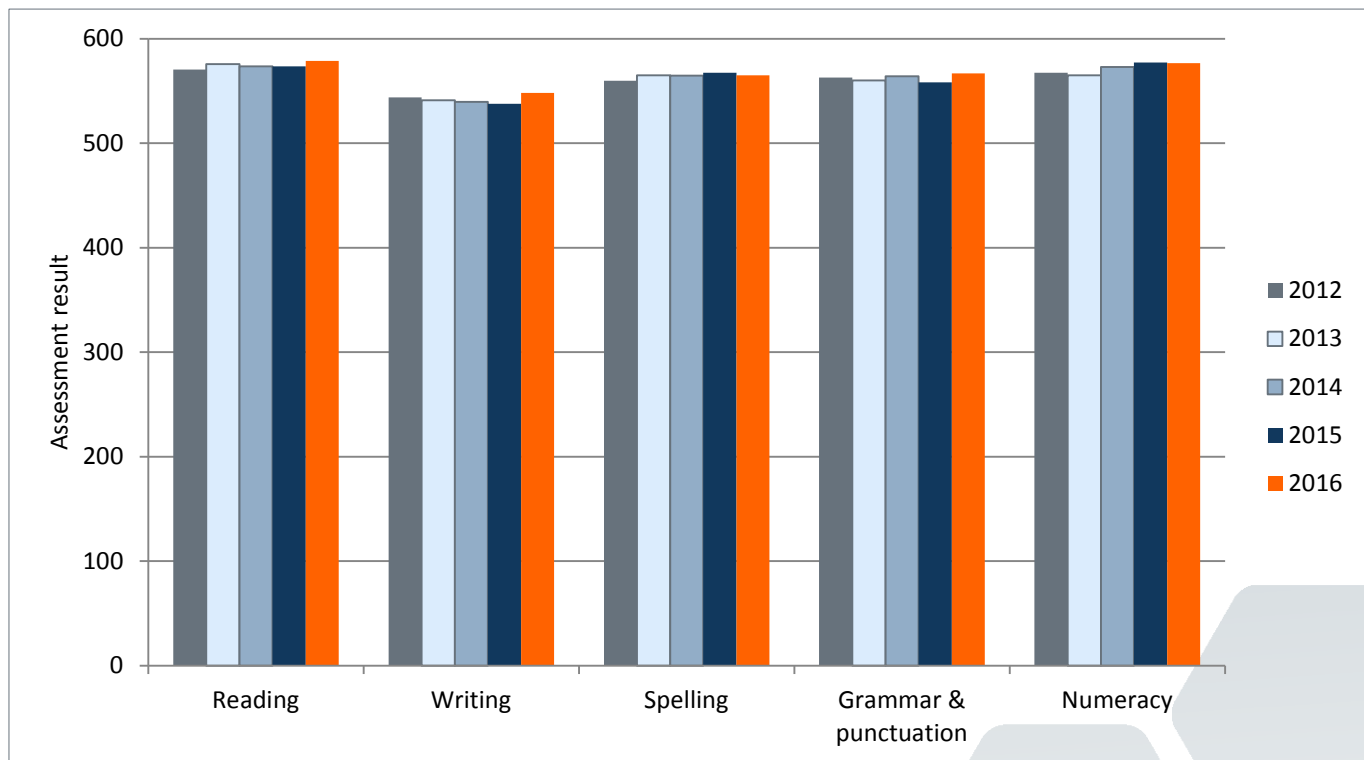
Teaching quality in public high schools

Testing example – Direct Retention Rate 2008–16



Teaching quality in public high schools

Additional testing example – NAPLAN

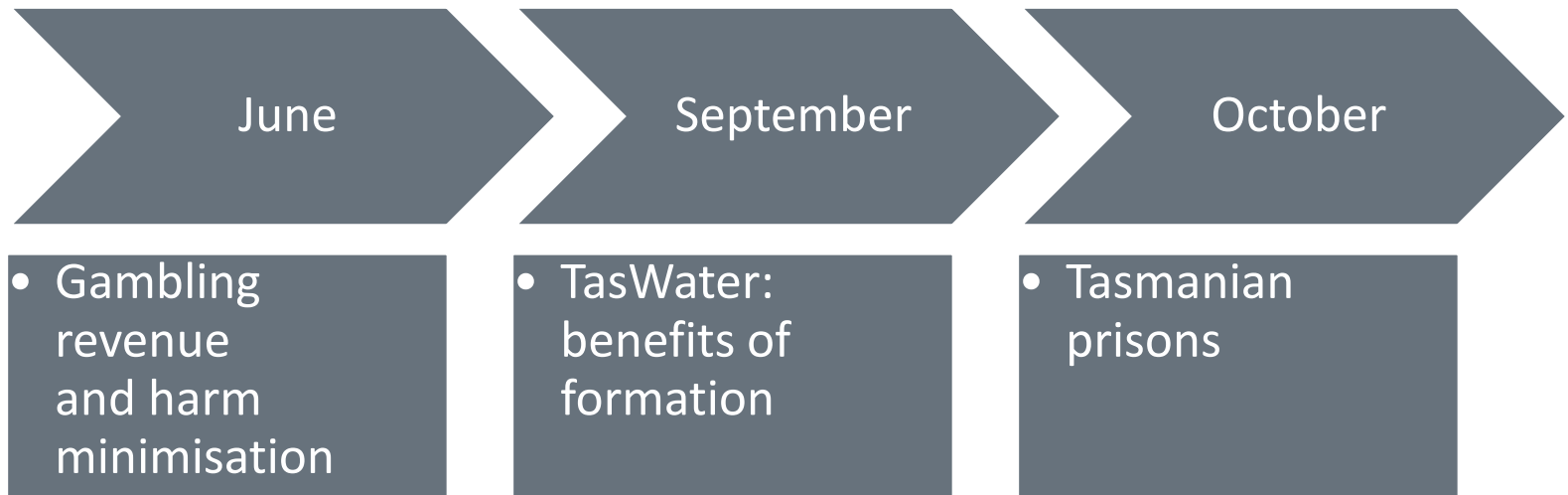


Teaching quality in public high schools

Response received – Department of Education

- Clarified rationale for Direct Retention Rate target (61.6%)
- Considered Recommendation 4 fully implemented
- Acknowledged Recommendation 5 not fully implemented but work ongoing
- Disagreed with rating for Recommendation 6
 - appointed regional Human Resource coordinators
 - currently progressing major workforce planning initiative

Current audits



Thank you
Questions?

