



Tasmanian Audit Office

Recent Performance Audits 2016–17

May 2017

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Tasmanian Audit Office

Use of fuel cards

Report of the Auditor-General

No. 11 of 2016-17

11 April 2017



Scope

- Transactions for 2015 calendar year
- All GGS entities (including State Fire Commission)
- Data population 5 843 used fuel cards
- 125 745 fuel card transactions
- fuel cost in the period totalled \$6.1m
(average \$48.50 per transaction)

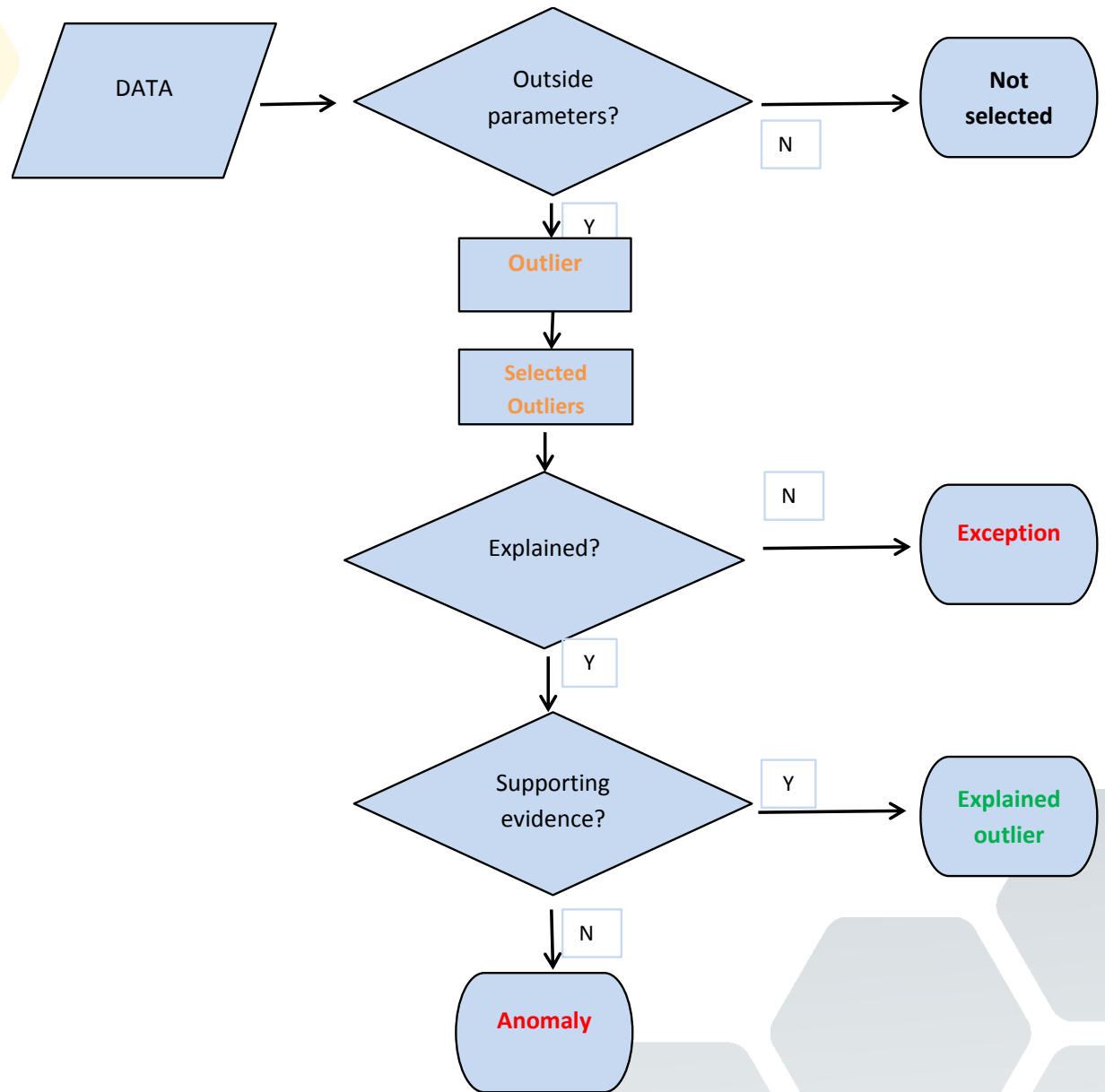
Examination objective/criteria

Assess the probity and propriety of the use of fuel cards.

Data assessed against ten criteria based on:

- purchases (analysis of transactions)
- controls (odometer readings/PINs)
- transaction reporting and monitoring

Examination approach



Overall finding

- Exceptions and anomalies identified
(unable to obtain sufficient evidence to support the nature of the purchase – cannot form conclusion)
- Not substantial in monetary terms
- Represented **weaknesses** in controls.

Findings

- Instances where entities failed to comply with established policies and guidance, such as:
 - purchases of fuel different to vehicle requirements
 - fuel purchased for more than one vehicle at a time, or for other equipment or containers
 - non-fuel purchases where no documentation was provided to support the nature of the item purchased
 - incorrect or absent odometer readings
 - non-activation of security PINs for fuel cards.

Recommendations

Improving processes over fuel card purchases (six)

- restrict fuel purchases to manufacturer specifications
- stop specific vehicle fuel cards used to fill other vehicles, vessels or equipment
- investigate controls to limit non-fuel purchases
- monitor and investigate fills in excess of tank capacity
- for government plated vehicles;
 - monitor and investigate purchases on non-working days or unusual times.
 - ensure logbooks are maintained to support the use

Recommendations

Fuel card controls – (two)

- record the correct odometer readings
- all fuel cards are issued with a PIN

Transaction reporting and monitoring (two)

- access new LeasePlan Analytics reports and ensure a timely review/scrutiny of fuel transactions
- implement procedures to monitor the utilisation of individual fuel cards

Client responses

Entities accepted recommendations and indicated commitment to improve. Of note:

‘Treasury is in the process of arranging security PIN and fuel type restrictions for all government fuel cards, and establishing a Government Fleet Reference Group, whereby agencies will work collaboratively to address specific fleet management issues.’



Tasmanian Audit Office

Ambulance emergency services

REPORT OF THE AUDITOR-GENERAL

No. 1 of 2016–17

September 2016



Audit objective

The audit assessed the effectiveness and efficiency of Ambulance Tasmania's provision of emergency and urgent responses

Findings

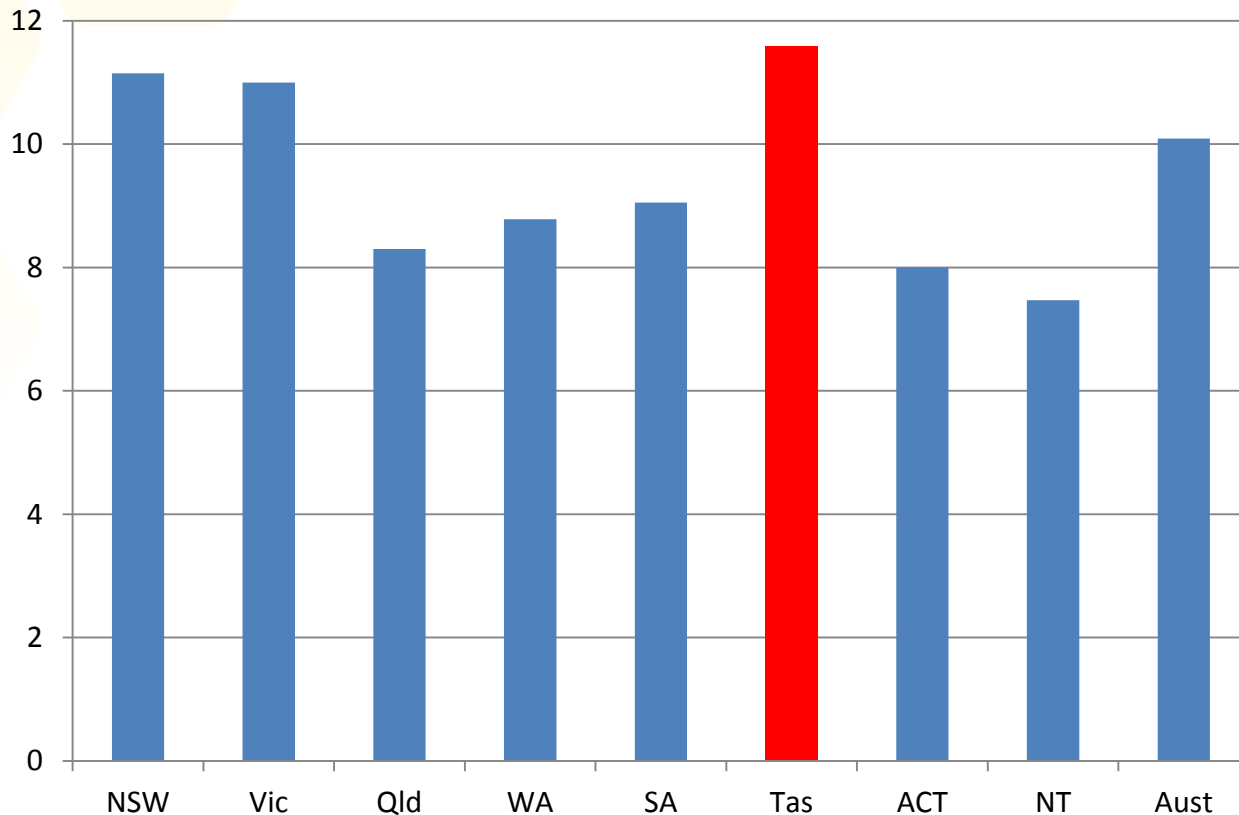
- AT was effective regarding clinical outcomes, in particular:
 - Maintained over time
 - Similar and in some areas better than other Australian jurisdictions.
 - Reasonably consistent for all regions
 - Compliant with clinical procedures

Findings

- Response times consistent over time
- Response times slower than other jurisdictions: more emergency responses & Tas less urbanised
- At regional level:
 - Disparity in overall response times
 - Variations in deployment of resources
- Location of stations and branches not optimal

Findings

Response times: other jurisdictions (median)



Tasmania:

- 13% more emergency responses
- 23% less urbanised
- better clinical outcomes than most

Findings

- Significant reduction in real cost per response
- Reasonably cost effective compared to other jurisdictions
- AT's strategic management processes generally effective
- AT trying to improve performance — innovation

Recommendations

Nine recommendations, including:

- Collect data for better regional comparison of clinical outcomes
- Develop strategies to improve response times — compared to other jurisdictions
- Investigate impact of additional resources in North on response times
- Investigate why level of multiple responses increased
- Improve KPIs



Tasmanian Audit Office

Event funding

REPORT OF THE AUDITOR-GENERAL

No. 4 of 2016–17

November 2016



Audit objective/scope

- Objective to express an opinion on whether supported events were:
 - Cost effective for Tasmania
 - Funded in accordance with government policy
- Scope:
 - State Growth
 - Health and Human Services
 - Premier and Cabinet

Net benefit for Tasmania?

We noted lack of quantitative evaluation, so we:

- Devised own model to perform cost-benefit analysis
- Tested all events for net benefit
- Tested whether total government funding had yielded a net benefit

Findings

Of the 20 funded events examined:

- Substantial net benefits for 15
- Marginal net benefits for two
- Two outside our mandate (10 Days, Youth forum)
- Unable to do CBA for Senior's Week but accept that strong reasons existed to fund it

Recommendations

Four recommendations, including:

- Quantitative assessment, preferably cost benefits analysis, be performed wherever reasonably possible
- Exit reports for funded events be routinely analysed



Tasmanian Audit Office

Park management

REPORT OF THE AUDITOR-GENERAL

No. 5 of 2016–17

November 2016



Audit objective

Opinion on how effectively PWS managed national parks by reviewing:

- Planning processes
- Plan implementation

We examined:

- Allocation of funding to national parks
- Impact of 2013 transfer of 315 600 ha from Forestry to PWS

Findings

- PWS had a logical process for funding
- 2014–15 appropriation per hectare continued to be low compared to prior years/other jurisdictions
- PWS identified & protected its high-value assets, but:
 - PMPs were outdated
 - No systematic process to monitor assets or threats
 - PWS effectively managing bushfire threat

Findings

- PWS had identified & documented pests, weeds or diseases (PWDs), but:
 - Documents sometimes more than 10 years out-of-date
 - Little evidence of strategies or actions to control threats
 - No routine monitoring process

Findings

PWS had generally effective infrastructure and safety processes:

- Objectives and safety requirements defined
- Effectively maintaining high-use infrastructure
- Extensive inspection regime

However, we had some concerns with:

- Some evidence of a rising trend in accident statistics
- Maintenance of low-use infrastructure

Recommendations

Ten recommendations including:

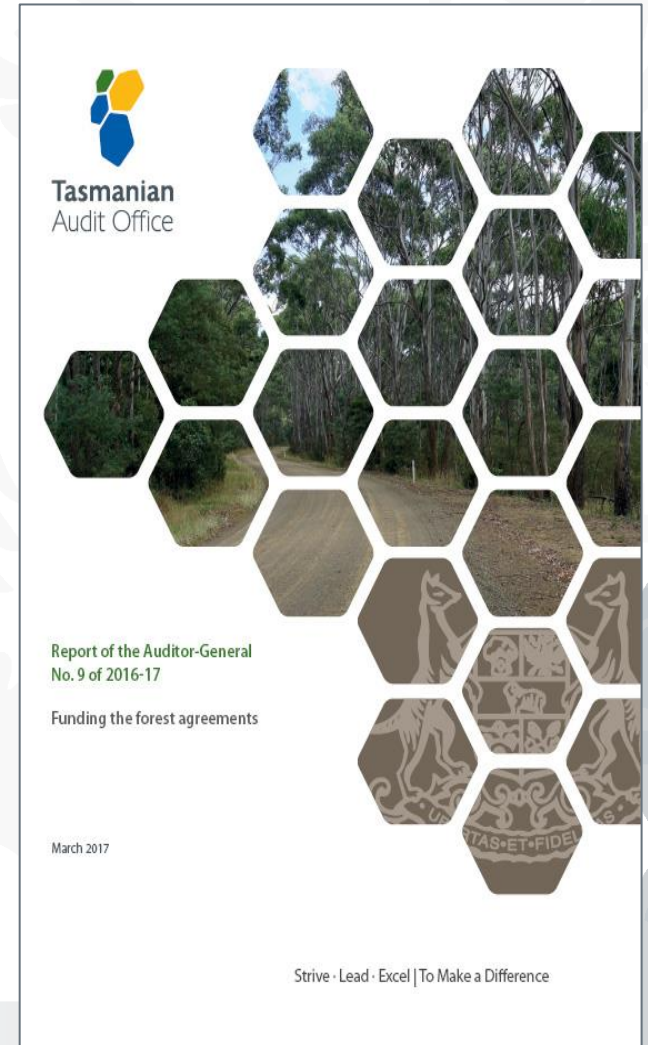
- More emphasis on PWDs
- PWS to review funding
- Update and revise PMPs
- Regular monitoring of state of assets and threats



Tasmanian Audit Office

Funding the forest agreements

REPORT OF THE AUDITOR-GENERAL
No. 9 of 2016–17
March 2017



Background

- Industry workforce declined 30% from 7000 in 2008 to 4650 by Sept 2010
- *Tasmanian Forests Intergovernmental Agreement (TFIGA)*: August 2011
- *Tasmanian Forest Agreement (TFA)*: 2012
- TFIGA renewed 2013

TFIGA objectives

- Resolve conflict between environmentalists and forest workers
- Protect additional native forests
- Enable restructuring of the forestry industry
- Develop a sustainable timber industry

TFIGA

- 21 projects — \$394.40m
- Commonwealth committed \$338m
- State Government \$56.40m
- Commonwealth administered 6 projects
- State delivered 15 of the 21 projects

Audit objective/scope

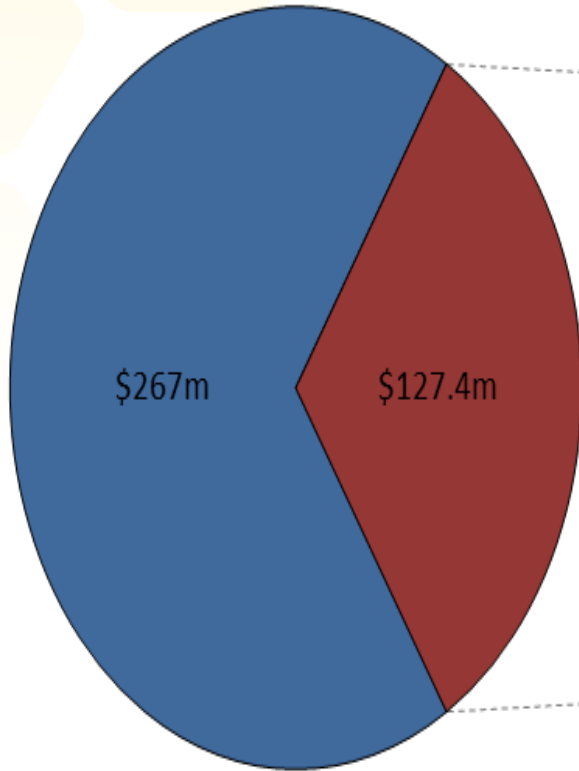
Objective:

To assess the effectiveness of the State's administration of the TFIGA projects

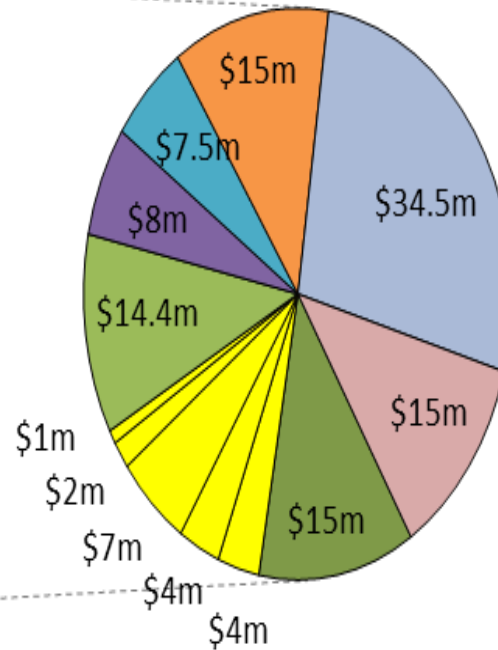
Scope:

- State Growth
- Treasury
- Forestry Tasmania
- Parks and Wildlife Service (DPIPWE)

Total TFIGA funding \$394.4m



\$127m subject to this audit



- Other TFIGA projects
- Subject to this audit

- Sawlog Buyback (\$15m)
- Contractor Hardship (\$4m)
- Contractor Assistance (\$4m)
- Transition Support-2 (\$7m)
- Contractor Accreditation (\$2m)
- Past-contractor Hardship (\$1m)
- Rescheduled Harvesting (\$14.4m)
- Plantation Management (\$8m)
- Reserve management (\$7.5m)
- Transition Support-1 (\$15m)
- TFIGA Implementation (\$34.5m)
- Transitional Harvesting (\$15m)

Findings

- Governance processes adequately outlined in project guidelines — 1 exception
- Assessment processes complied with guidelines
- Some shortfalls in project management documentation
- Performance, including both progress & compliance with objective, monitored & reported — 1 exception
- Funding accounted for — changes to programs documented

Recommendations

1. Project guidelines should specify monitoring and reporting requirements
2. Follow requirements of TI 709
3. Document assessment rationales and decisions
4. Define process to monitor compliance with objectives in project management documentation



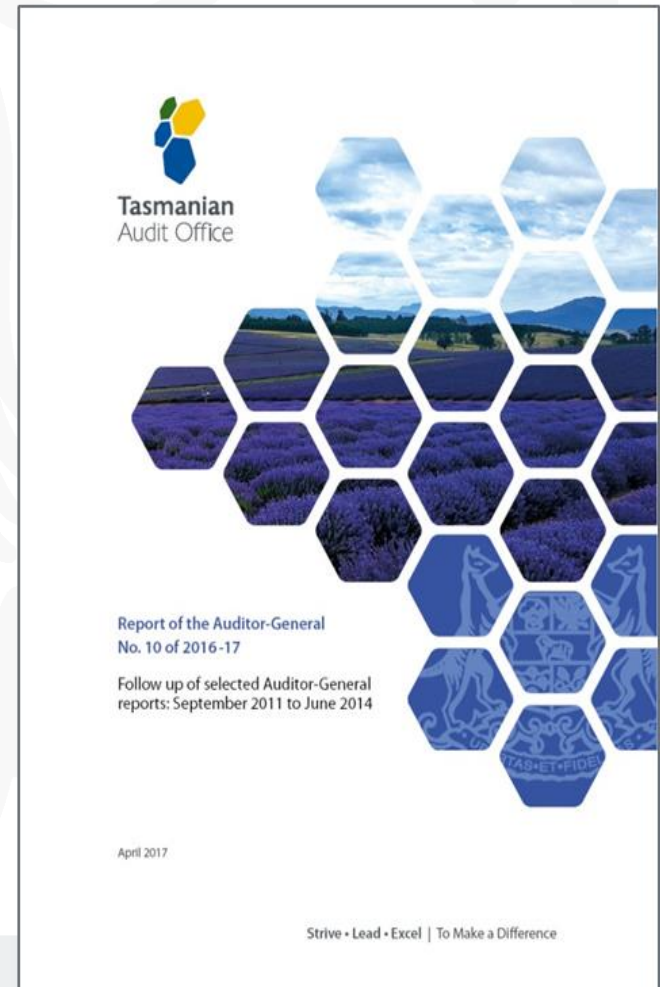
Tasmanian Audit Office

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

REPORT OF THE AUDITOR-GENERAL

No. 10 of 2016–17

April 2017



Audit objective

Audit objective was to:

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

Our benchmark for follow up audits is 70%

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 approach

Our audit approach was to:

- Survey entities asking them to ‘self-assess’ extent to which recommendations implemented
- Collect and review evidence
- Discuss findings with entities
- Moderate and revise results

Rate of implementation

Tourism Tasmania: is it effective?

• Tourism Tasmania

100%

The assessment of land-use planning applications

• Tasmanian Planning Commission, Break O' Day, Central Coast, Derwent Valley, Launceston City, Meander Valley and Sorell Councils

82%

Hospital bed management and primary preventative health

• Department of Health and Human Services and Tasmanian Health Service

74%

Teaching quality in public high schools

• Department of Education

79%

Current PAS audits

- **Gambling revenue & harm minimisation — June 2017**
 - Managing collection of gambling revenue
 - Effective management of the CSL
 - Effective enforcement of regulatory harm minimisation measures
- **TasWater: benefits of amalgamation — Sept 2017**
 - Assess the extent to which the benefits, envisaged by the government (2008 & 2013 reforms) have been achieved
- **Tasmanian prisons — Oct 2017**
 - Effectiveness & efficiency of Tas Prison Service's (Justice) financial management of its custodial facilities





Thank you

