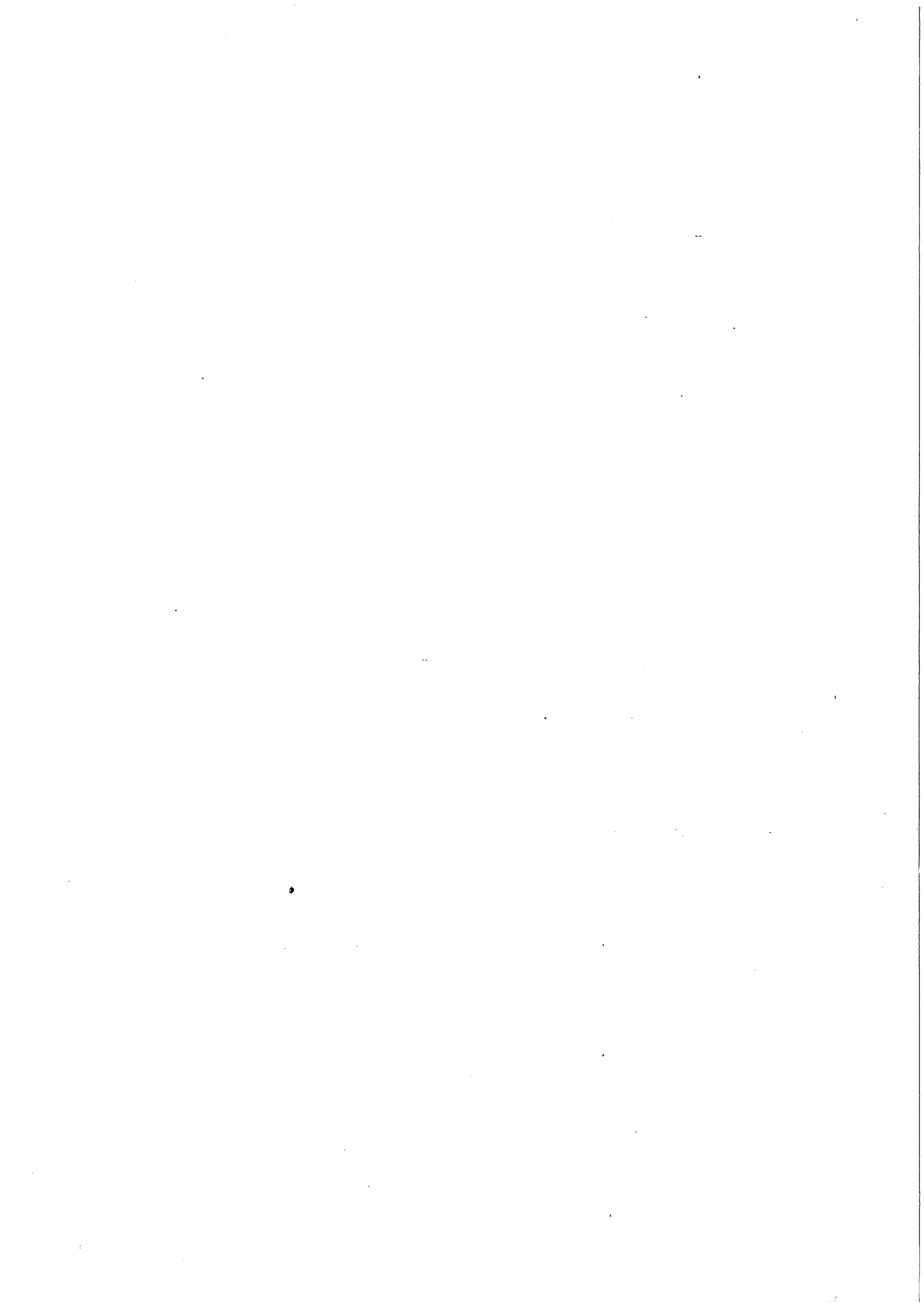


LEGISLATIVE ASSEMBLY FOR THE AUSTRALIAN CAPITAL TERRITORY

SELECT COMMITTEE ON ESTIMATES 1995-96 AND BUDGET REVIEW

APPROPRIATION BILL 1995-96

OCTOBER 1995



RESOLUTION OF APPOINTMENT

On 21 June 1995 the ACT Legislative Assembly resolved inter alia that:

- (1) A Select Committee on Estimates 1995-96 and Budget Review be appointed to examine the expenditure proposals contained in the Appropriation Bill 1995-96 and any revenue estimates proposed by the Government.
- (2) The committee be composed of:
 - (a) two Members to be nominated by the Government;
 - (b) two Members to be nominated by the Opposition; and
 - (c) two Members to be nominated by either the Independent Members or the ACT Greens.
- (3) That three members of the committee shall constitute a quorum of the committee.
- (4) The committee report by 31 October.
- (5) If the Assembly is not sitting when the committee has completed its inquiry, the committee may send its report to the Speaker or, in the absence of the Speaker, to the Deputy Speaker who is authorised to give directions for its printing and circulation.
- (6) The committee is authorised to release copies of its report, prior to the Speaker or Deputy Speaker authorising its printing and circulation, and pursuant to embargo conditions and to persons to be determined by the committee.
- (7) The foregoing provisions of this resolution have effect notwithstanding anything contained in the standing orders.

COMMITTEE MEMBERSHIP

Ms Roberta McRae MLA (Chair)
Mr Trevor Kaine MLA (Deputy Chair)
Mr Harold Hird MLA
Mr Michael Moore MLA
Ms Kerrie Tucker MLA
Mr Andrew Whitecross MLA

Secretary
Bill Symington

Assistant Secretary
Chris Papadopoulos

Executive Assistant
Kim Blackburn

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SUMMARY OF RECOMMENDATIONS

Recommendation 1

2.11. The committee recommends that, with future budget arrangements, the Government ensure that:

1. (i) in the case of a late budget a period of at least one clear week is programmed from the end of the Assembly sittings in which the budget and agency annual reports are introduced or presented and Estimates Committee hearings begin; and
- (ii) at least six clear weeks without sittings of the Assembly are programmed from the end of the Assembly sittings in which the budget and agency annual reports are introduced, for the Estimates committee to report.
2. (i) in the case of an early budget a period of at least one clear week is programmed from the end of the Assembly sittings in which the budget is introduced and Estimates Committee hearings begin;
- (ii) at least six clear weeks without sittings of the Assembly are programmed from the end of the Assembly sittings in which the budget is introduced, for the Estimates committee to report; and
- (iii) where a Budget Review committee is established, a period of at least one clear week is programmed from the end of the Assembly sittings in which the agency annual reports are presented and the Budget Review committee hearings begin, and at least six clear weeks without sittings of the Assembly are programmed from the end of the Assembly sittings in which the agency annual reports are presented, for the Budget Review committee to report.

Recommendation 2

2.27. The committee recommends that in future budgets and annual reports, the social justice and environmental objectives and outcomes be identified on a program by program basis.

Recommendation 3

2.32. The committee recommends that in future budgets, Budget Paper No 4 express “out year” estimates of expenditure and receipts at the sub-program as well as the program level for all agencies.

Recommendation 4

2.37. The committee recommends that in future budgets, all Budget Papers be framed in unambiguous terms and that they accurately reflect both in their numerical tables and explanatory text the performance of programs and sub-programs and their expected outcomes in out years.

Recommendation 5

2.41. The committee recommends that in future, Budget Paper No 2 include full details of Chief Minister’s Department expenditure, and that a summary table of proposed budget cuts be included in Budget Paper No 2 with full details of such cuts in Budget Paper No 3.

Recommendation 6

2.43. The committee recommends that in future budgets new initiatives be supported by appropriate evaluation of their expected impacts.

Recommendation 7

2.46. The committee recommends that in future budgets year on year figures for sub-programs provide direct comparability.

Recommendation 8

2.49. The committee recommends that in future budgets all performance indicators be drafted so as to reflect a basis for outcomes to be evaluated and for evidence to be provided on how performance has been measured.

Recommendation 9

2.51. The committee recommends that where cuts in funding are made, the Government should be in a position to explain the detail of how savings are to be made rather than relying on vague claims about greater efficiency.

Recommendation 10

3.6. The committee recommends that in the preparation of future budgets, the Government allocate funds to the Legislative Assembly, the allocation to be determined by the Assembly Standing Committee on Administration and Procedure and advised to the Government during the budget preparation period.

Recommendation 11

3.12. The committee recommends the restoration to the Assembly budget "base" of the amount necessary to correct the precedent set by the "penalty" for underspending in 1994/95.

Recommendation 12

3.26. The committee recommends that the Government include in future budgets the costs, both real and in terms of revenue foregone, of industry assistance measures.

Recommendation 13

3.28. The committee recommends that future budgets include industry policy and community support policy financial outlays, and the social and economic benefits which are to be gained from these outlays.

Recommendation 14

3.43. The committee recommends that the Government take steps to provide adequate funds to implement the ACT mental health plan as a matter of urgency.

Recommendation 15

3.48. The committee recommends that all agency annual reports provide complete and clearly identifiable information about outgoings in the form of community and other grants to non-Governmental bodies.

1. INTRODUCTION

Establishment of the Committee

1.1. On 21 June 1995 the ACT Legislative Assembly resolved to establish the Select Committee on Estimates 1995-96 and Budget Review to examine the expenditure proposals contained in the Appropriation Bill 1995-96 and any revenue estimates proposed by the Government.

1.2. Mr Harold Hird MLA, Mr Trevor Kaine MLA, Ms Roberta McRae MLA, Mr Michael Moore MLA, Ms Kerrie Tucker MLA and Mr Andrew Whitecross MLA were appointed to the committee.

1.3. The committee first met on 22 June 1995 and elected Ms McRae as Committee Chair and Mr Kaine as Deputy Chair.

1.4. On 19 September 1995 the Chief Minister and Treasurer introduced the Appropriation Bill 1995-96 to the ACT Legislative Assembly and presented the 1995-96 Budget.

1.5. The committee held public hearings on 11 days with Ministers and officials appearing on a program basis. Details of those who appeared at the hearings are at Appendix A.

Accountability

1.6. The Select Committee on Estimates, which has been formed each year, plays an important role in the scrutiny and accountability processes of the Government and the Assembly. Its principal function is to allow non-executive Members of the Legislative Assembly to examine, publicly and in detail, the expenditure proposals contained in the annual appropriation bill. The committee provides a forum for scrutiny of the proposals through extended questioning of Ministers or the Speaker and senior officials.

1.7. Through the Estimates Committee process, Members are provided with additional information by agencies which supplement the Budget Papers and provide detailed sub-program information to facilitate examination by the committee to the Government's policies, programs and expenditure proposals. Comparative information on the previous year's actual expenditure is also provided to allow an effective examination of the estimates under review.

1.8. One feature that distinguishes the Estimates Committee from other committees of the Assembly is that the responsible Minister, and the Speaker in relation to the estimates of the Legislative Assembly, is present when the Estimates Committee is taking evidence. This is to ensure that a broad range of questions, including those relating to policy, can be asked of the Minister or the Speaker.

1.9. In addition, the presence of the Minister or the Speaker underlines the accountability and responsibility of the Executive and the Speaker to the Assembly and to the community.

2. OVERVIEW AND GENERAL ISSUES

Reflections on an early Budget

2.1. In 1994 the Appropriation Bill was introduced in June and the Estimates committee reported in August. Because of the early budget in 1994 information about the performance of agencies during the preceding financial year was not available to the Estimates committee. Consequently, the Assembly established a Budget Performance and Outcomes committee in September to examine agencies on the basis of their annual reports to the Assembly. That committee reported in November.

2.2. Last year's experience with the Estimates and Budget Review committees in dealing with the early budget was not wholly satisfactory. While the Budget Review committee had access to agency annual reports, it did not have details of agency financial information on a sub-program basis. The Budget Review committee recommended that in future the Government provide explanatory notes on the previous year's receipts and expenditures for all agencies on a sub-program basis.

Experience with a late Budget

2.3. The Estimates committee was established in June this year, but was unable to function to any purpose until the budget was introduced on 19 September. Prior to the budget being introduced the committee was briefed by the Office of Financial Management on the pro-forma structure of the budget papers and thus had an idea of how the budget papers would be structured, particularly in relation to explanatory notes for the sub-programs.

2.4. The late budget has placed significant pressures on the capacity of the committee and other non-executive Members of the Assembly to adequately research the issues covered by the budget, peruse agency annual reports and Program Estimates, and deal with agency responses to questions raised during the estimates hearings.

2.5. These difficulties can be exemplified by noting that the budget was introduced on 19 September. Most agency annual reports were presented to the Assembly in the week 19 to 21 September with the bulk of reports presented on Thursday 21 September. The committee was briefed on the budget content by the Office of Financial Management at 2.00pm on Friday 22 September and began its public examination of that agency at 3.00pm that day.

2.6. Having regard to the committee's reporting deadline and the fact that two weeks of Assembly sittings were scheduled for mid October, the committee had no alternative but to begin its hearings immediately following the budget. This allowed the committee little time to peruse the budget documentation and agency annual reports before the consideration of each agency. As a result, the committee is not

satisfied that it has had the opportunity to effectively scrutinise the estimates or take proper account of agency performances during the past financial year.

2.7. This experience shows clearly that the committee, and the Assembly as a whole, was disadvantaged in carrying out its responsibilities to the community through the estimates process and it considers that in future there should be sufficient time between the availability of the budget and agency annual reports for the estimates committee to fully and adequately inform itself prior to the examination of departments and agencies.

Experience with Changed Administrative Structures

2.8. Substantial administrative changes made by the Government from 1 July 1995 also posed certain difficulties for the committee in cross-referencing programs between agencies. In many cases, Members were required to consult several agency annual reports during the examination of most programs and, again, were required to trace program and sub-program performances during the past financial year by reference to changed program and sub-program numbers. In at least one case, the committee was dealing with the annual report of a department no longer in existence but essential to an understanding of the trail of those activities of the former department which had been transferred to other agencies.

2.9. This was a confusing and time intensive process which further limited the committee's capacity to effectively track the performance of certain programs and sub-programs in the time available to it.

2.10. While the committee was prepared to accommodate changed budget and administrative arrangements as a prerogative of the Government in its first year of office, it considers that substantially more time will be required by the committee in future in order to examine the estimates and agency performances.

Recommendation 1

2.11. The committee recommends that, with future budget arrangements, the Government ensure that:

1. (i) **in the case of a late budget a period of at least one clear week is programmed from the end of the Assembly sittings in which the budget and agency annual reports are introduced or presented and Estimates Committee hearings begin; and**
- (ii) **at least six clear weeks without sittings of the Assembly are programmed from the end of the Assembly sittings in which the budget and agency annual reports are introduced, for the Estimates committee to report.**
2. (i) **in the case of an early budget a period of at least one clear week is programmed from the end of the Assembly sittings in which the budget is introduced and Estimates Committee hearings begin;**

- (ii) at least six clear weeks without sittings of the Assembly are programmed from the end of the Assembly sittings in which the budget is introduced, for the Estimates committee to report; and
- (iii) where a Budget Review committee is established, a period of at least one clear week is programmed from the end of the Assembly sittings in which the agency annual reports are presented and the Budget Review committee hearings begin, and at least six clear weeks without sittings of the Assembly are programmed from the end of the Assembly sittings in which the agency annual reports are presented, for the Budget Review committee to report.

Three Year Budget

2.12. While the budget has been presented as a three year plan that provides signposts of progress towards a balanced budget,¹ from the committee's examination of agencies there would appear to be little to differentiate the three year budget strategy from the forward estimates procedure which has been the common practice in previous years.

2.13. However, because the stated purpose of the three year budget is to achieve bottom line outcomes based budgeting,² the committee is obliged to offer some observations on the value of the three year concept as a tool for effective fiscal policy management.

2.14. The financial framework for the three "out years", that is, for each of the three years beyond 1995-96, is based on a series of assumptions, for example, a wages outcome of 3.9% over three years, that appear to be unachievable. Ministers were frequently asked during the estimates how they would achieve the budget outcome, but the responses were generally that the detail had yet to be worked out.

2.15. This was exemplified by the Chief Minister's comment to the committee that outcomes-based budgeting by its very nature means that the inputs may change in terms of their weightings. The Chief Minister went on to say that the use of contractors, consultants, salaries, wages, the way salaries and wages are put together will, by the very nature of the Government's approach, change over the next three years.³

2.16. The committee notes that the 1995-96 budget papers were to reflect estimated price movements for the year to which the estimate relates.⁴ However, in the course of the hearings it was revealed that accommodation expenses are not reported as indexed prices. Given budget assumptions about price movements generally, this results in

¹ Budget Speech p1

² Transcript p66

³ Transcript p66

⁴ Budget Paper No 3, pxii

either an understatement of total expenditure or significant savings in accommodation expenditure in future years.

2.17. The committee notes also that the budget sets up a separation of budgetary decisions from policy direction. For example, the budget papers assume that the formulation of sector strategies will be consistent with the financial direction of the ACT. The three year budget is intended to effectively lock-in the intended financial outcomes but this will be done in an environment where there is a good deal of uncertainty about the direction of future policy, and limited recognition that variables are, in fact, not constant.

2.18. The committee further observes that, notwithstanding the stated intentions of the three year budget, its task, and that of the Assembly, is to consider and deal with the Appropriation Bill for the budget which is under direct consideration for the current financial year; that is, the 1995-96 budget.

Evaluation of Performance Indicators

2.19. Previous estimates and Budget Review committees have commented upon performance indicators as a management tool and the need for agencies to use objective measurable indicators.⁵

2.20. While performance indicators generally are now better focussed than has been the case in the past, the committee noted a number of cases where it was unclear as to what mechanisms would be used to evaluate performance outcomes. As an example, a performance indicator for the Kingston Foreshores provides for on-going public consultation on the issues affecting the site,⁶ but the Minister was unable to adequately explain how the indicator would be evaluated.⁷

Changes in the Budget Presentation

2.21. This year, forward estimates for receipts and expenditure in the main aggregate tables are presented on a consistent price basis whereas in the previous budget the main aggregate tables were based on Government Finance Statistics (GFS) concepts and all other information was presented on a traditional Consolidated Fund Basis.

2.22. For the 1995-96 budget, the price basis of all estimates both in aggregate and individual tables reflect the estimated price movements for the years to which the estimates relate.

2.23. The 1995-96 budget papers discontinue the past practice whereby estimated future wage and salary movements were incorporated in the overall budget without

⁵ Report of the Select Committee on Budget Performance and Outcomes for 1993-94 for example

⁶ Budget Paper No 4, p632

⁷ Transcript p895

them being allocated to specific programs. This year, budget program estimates and forward estimates reflect adjustments for assumptions about future salary movements.

Social and Environmental Considerations

2.24. The budget states that the information contained in the Social Justice Budget Statement and Environmental Budget Statement of past years has been incorporated in the program estimates (Budget Paper No 4) as well as in the budget summary (Budget Paper No 2) and the Budget Overview (Budget Paper No 3).⁸ However, it was not obvious to the committee where this information was actually reflected in the budget papers, and, in the absence of such readily accessible information in the budget papers on social and environmental issues, the committee has some doubts as to whether these considerations have been adequately factored into the budget.

2.25. There is a concern within the committee about the focus in the budget upon competitive reforms and the increased use of contracting out of services in a situation where it is unclear as to how community service obligations will be met in the absence of clear social and environmental pointers in the budget itself.

2.26. This lack of clarity about the Government's commitment in respect to these important social issues is of considerable concern to the committee. The committee considers that social justice and environment issues warrant a specific mention as to the Government's budgetary intentions.

Recommendation 2

2.27. The committee recommends that in future budgets and annual reports, the social justice and environmental objectives and outcomes be identified on a program by program basis.

2.28. A major and welcome innovation with this year's budget has been the provision of detailed information on program expenditures and receipts through Budget Paper No 4 - Program Estimates 1995-96. Budget Paper No 4 provides information which was previously available to the Estimates committees in the form of departmental and agency explanatory notes.

Clarity and Accuracy of Documents

2.29. The committee notes that certain of the changes in the budget presentation were either foreseen as inevitable because of the systematic adoption of whole of government accounting practice in the ACT Government Service (ACTGS), or are initiatives related to GFS concepts. However, the committee had difficulty, generally, in following the thread of the budget estimates in the out years for a considerable number of the programs.

⁸ Budget Paper No 3, pxiii

2.30. As mentioned above in relation to the three year budget there does not appear to be any significant difference between the budget forecasts of revenues and expenditures in the out years and the former forward estimates. Indeed, the committee found, in a number of areas where it pursued issues of measurable outcomes, that these were as fallible as other methods of assessing outcomes where overall national economic conditions and unforeseen developments within the ACT economy can impinge on planned outcomes.

2.31. The committee notes that the out year estimates in Budget paper No 4 were aggregated at program levels rather than sub-program levels, a situation which limited the capacity of the committee to properly assess the veracity of the out year estimated outcomes for the sub-programs.

Recommendation 3

2.32. The committee recommends that in future budgets, Budget Paper No 4 express "out year" estimates of expenditure and receipts at the sub-program as well as the program level for all agencies.

2.33. The committee makes the general observation that the budget papers - in particular Budget Paper No 4 - contained a significant number of errors and inaccuracies which were either volunteered by Ministers and Officials or were brought to light during the examination of agencies. In some cases there were discrepancies between figures and explanations for variations in expenditures between agency annual reports and Budget Paper No 4.

2.34. The committee sees Budget Paper No 4 as a worthwhile initiative in seeking to provide within the one document a concise disclosure of past and expected program and sub-program outcomes.

2.35. However, the evidence suggests that this budget paper was prepared in some haste and with insufficient attention to the detail and accuracy which is expected of such basic and authoritative explanatory and resource documents. In a number of areas the committee noted discrepancies, an example being the Budget Paper No 3 assumption of a population growth of 1% whereas the graphical representation of the growth rate shows growth at around 1.3%.⁹

2.36. The committee considers it to be of vital importance that the Assembly and the ACT community have complete confidence that the Budget Papers are accurate and beyond criticism as documents of information.

Recommendation 4

2.37. The committee recommends that in future budgets, all Budget Papers be framed in unambiguous terms and that they accurately reflect both in their numerical tables and explanatory text the performance of programs and sub-programs and their expected outcomes in out years.

⁹ *ibid* p18

Budget Paper No 2

2.38. The committee also welcomes the introduction of the easy-to-read guide, Budget Paper No 2: Your Money at Work, to complement the Budget Papers. The committee considers that this document is particularly useful in helping readers access information on some key budgetary decisions.

2.39. However, the committee considers that Budget Paper No 2 would have been of more benefit to inexperienced readers had it included details of where spending cuts were to be made. Even experienced committee Members had to dig deeply to find these.

2.40. The committee also believes that, particularly given the enlarged role of the Chief Minister's Department, Budget Paper No 2 should have included this Department in the detailed agency-by-agency budget highlights and breakdown of outlays. This would have given a more complete picture of the Government's budgetary initiatives across key agencies.

Recommendation 5

2.41. The committee recommends that in future, Budget Paper No 2 include full details of Chief Minister's Department expenditure, and that a summary table of proposed budget cuts be included in Budget Paper No 2 with full details of such cuts in Budget Paper No 3.

Real Program Costs

2.42. The committee noted that in many cases, for example Library Services, tip fees, taxi plate release program and proposed changes in driver training, the Minister was not able to refer to any evaluation of the likely impact of the new arrangements. This failure severely limits the capacity of the committee and the community to examine the proposed changes.

Recommendation 6

2.43. The committee recommends that in future budgets new initiatives be supported by appropriate evaluation of their expected impacts.

Accounting Shifts

2.44. The committee noted that on a number of occasions expenditure which was attributed to one sub-program in one financial year was attributed to a different sub-program in the following financial year. The result of this is that the high level of transparency which appears on the surface to be in the budget papers is not in fact there. This was particularly evident in expenditure shifts between programs 4.1 and 4.3 and between sub-program 8.1.2 and other sub-programs in 8.1.

2.45. There was no information in the budget papers to highlight these accounting shifts.

Recommendation 7

2.46. The committee recommends that in future budgets year on year figures for sub-programs provide direct comparability.

Performance Indicators

2.47. The committee had difficulty in assessing performance indicators which had no tangible outcomes.

2.48. An example of this was a performance indicator for the Business Services sub-program which provides for a three year information technology plan to be developed.¹⁰ In this case a more appropriate indicator would have stated specifically what is to be done by the technology plan so that a judgement could be made on progress or otherwise. In other words, the committee considers that performance indicators should be measurable.

Recommendation 8

2.49. The committee recommends that in future budgets all performance indicators be drafted so as to reflect a basis for outcomes to be evaluated and for evidence to be provided on how performance has been measured.

Detail of Expenditure Cuts

2.50. The committee noted that in relation to a number of sub-programs quite substantial cuts in funding were attributed to "efficiencies and streamlining" but no detail was able to be provided to the committee as to how these savings would be achieved. Many of these cuts were sufficiently large to entail substantial reduction in services.

Recommendation 9

2.51. The committee recommends that where cuts in funding are made, the Government should be in a position to explain the detail of how savings are to be made rather than relying on vague claims about greater efficiency.

¹⁰ Budget Paper No 4 p305

3. SPECIFIC ISSUES

Program 1 ACT Legislative Assembly

Budget Allocation

3.1. The Speaker of the Legislative Assembly drew the committee's attention to a misrepresentation of the Assembly's budget in Budget Paper No 4. Budget Paper No 4 indicated that 1995-96 outlays are expected to increase by 6% or \$308,000 but this figure was based on a comparison of actual expenditure for 1994-95, a year when the Assembly underspent its budget and offered savings. The Speaker advised that taking account of one-off allocations in 1994-95, the actual increase for the Assembly was 1.29% or \$70,000.¹¹

3.2. The Speaker advised that the Assembly sought supplementation for a range of items but only some were allocated or part allocated. In addition, the Speaker advised that savings of \$191,000 were required for 1995-96 and that savings of a further \$285,000 would be required of the Assembly over the next three years. This was against a situation where certain non-discretionary items have not been funded for 1995-96 and where salaries and related allowances for members and their staffs are also non-discretionary and beyond the control of the Assembly budget management.¹²

3.3. The committee recognises that the Legislative Assembly must accept its share of the budget cuts being applied across all agencies, but it is disturbed that the Assembly has been penalised and disadvantaged for being responsible in its expenditures during the past year.

3.4. More importantly, the committee is concerned that the representational work of Members of the Assembly may be impeded by Executive action which will provide Members with a lesser service than has been the case thus far. The committee considers that this situation highlights the fact that, whereas Ministers are able to represent and directly influence their portfolio interests during the formulation of the budget by Cabinet, the Speaker has no such representational influence with regard to the Assembly budget.

3.5. The Assembly has been seen to be prudent and economical in its domestic financial administration over the past six years and the committee now considers it appropriate that the Legislative Assembly budget be determined by the Speaker in consultation with the relevant Assembly committee. The committee's intention is that the Assembly present its finance needs to the Government for incorporation in the Territory budget, and that the Assembly be accountable for its outlays and performance through the Estimates committee in the normal way.

¹¹ Transcript p639

¹² *ibid*

Recommendation 10

3.6. The committee recommends that in the preparation of future budgets, the Government allocate funds to the Legislative Assembly, the allocation to be determined by the Assembly Standing Committee on Administration and Procedure and advised to the Government during the budget preparation period.

3.7. A further serious concern of the committee is that the reduction in budget allocation for Assembly accommodation means that the only discretionary item is security.¹³ As a result it has been necessary to discontinue the 24 hour security presence in the Assembly building.

3.8. The very nature of the Assembly means that it attracts, and is the focus for, the attention of a number of individuals and groups who quite legitimately are entitled to congregate in the vicinity of the Assembly. However, without an after hours security presence, there is the possibility that unauthorised persons may enter the Assembly building without challenge. The implications for the safety of Members and staff as well as for the security of documents and equipment is clearly evident and the committee was given no cause to believe that safety and security would not be compromised. Indeed, the Speaker stated that while steps are being taken to make sure that security is not in peril by the cut, he could give no assurance whatsoever that safety and security would not be compromised.¹⁴

3.9. It should be noted too, that Members of the Assembly do not have electoral offices and are therefore obliged to conduct a great deal of their electoral duties from their Assembly offices. The reduced security presence means that access to Members by constituents and others who have legitimate business with Members after hours will be frustrated and Members will face further inconvenience in carrying out their representative functions.

3.10. As is the case with other program estimates for the three year budget, the rationale for budget cuts of some \$100,000 a year to the Assembly budget is not obvious and the committee questions whether pre-judgments have been made in regard to these matters. The Speaker was unable to enlighten the committee on the rationale for the Assembly cuts¹⁵ although correspondence between the Speaker and the Chief Minister made available to the committee indicates that the Speaker had sought explanations for the cuts and for redress.¹⁶

3.11. The Assembly also faces cuts in the services directly available to Members in crucial areas of their Parliamentary responsibilities. The committee was advised that savings in a full year of \$40,000 in salaries would require the loss of Secretariat positions,¹⁷ which, having regard to the small number of staff in the Secretariat, could adversely affect the capacity of Members to carry out their Parliamentary functions.

¹³ *ibid* p647

¹⁴ *ibid* p653

¹⁵ *ibid* p652

¹⁶ letters dated 17 August 1995 and 8 September 1995 from the Speaker to the Chief Minister and letter dated 4 October from the Chief Minister to the Speaker

¹⁷ Transcript p653

Recommendation 11

3.12. The committee recommends the restoration to the Assembly budget “base” of the amount necessary to correct the precedent set by the “penalty” for underspending in 1994/95.

Program 4 - Chief Minister's Department

Three-Year Budgeting - Inputs/Outputs

3.13. There was lengthy debate during the hearings with the Chief Minister on the real inputs to the budget strategy over the next three years and the expected outputs. It was evident to the committee that outputs had been predicated and presented as achievable on the basis of inputs which had yet to be allocated to specific functions.¹⁸

3.14. The committee was advised that output indicators will, or would, be showing the specific goods and services that the sub-programs will be producing. The phrase “output indicators” was being used at this point because they are not yet definitive.¹⁹

Social and Environmental Indicators

3.15. Concern was expressed within the committee that the bottom line approach in the development of the budget out years did not give sufficient emphasis to social and environmental concerns. With an absence of specific social and environmental indicators in many areas and insufficient evidence that the Government has developed community service obligations before committing itself to ‘bottom lines’, there was concern that economic priorities would be at the expense of social and environmental objectives.²⁰

3.16. In addition, the committee was concerned about how chief executives would reconcile the views of the community regarding the public interest with the achievement of bottom lines.

3.17. The committee was advised that a customer commitment program was being developed whereby agencies would commit themselves to types and levels of service. This would also involve agencies identifying activities by their core business and adjusting management and work practices to a greater focus on customer needs.²¹

3.18. On a further matter, the committee noted that the Department's former social policy responsibilities had been largely dispersed to other agencies and it questions the desirability of devolving such matters as Access and Equity, the Women's Information Referral Centre and the Youth function to other agencies as well as dispersing other social policy functions to other Branches of the Department. The committee is concerned that the disbanding of the Social Policy Branch in the Department has the

¹⁸ see transcript for 25 September in particular

¹⁹ Transcript pp87-88

²⁰ ibid p98

²¹ ibid p99

appearance, if not the reality, of downgrading the importance of these matters within Government.

Superannuation Liabilities

3.19. The Estimates committee for the 1994-95 budget recommended that details of both the liability for superannuation and the amount of funds set aside in respect of that liability be included in future budgets.²²

3.20. The current budget includes this information which led to discussion about the unfunded liability for ACTGS superannuation. In essence, the budget provides for funds to be allocated to the ACT Superannuation Provision Trust Account (SPTA) on the basis of anticipated retirement draw-downs on the Account.

3.21. A concern was expressed that the actuarial estimates of draw-downs may not have taken proper account of foreshadowed redundancies in the ACTGS to meet bottom line budgets in the out years. As a consequence, there was some doubt expressed within the committee whether the emerging costs, given the changed circumstances of the ACTGS, will actually be met by the funds to be allocated in the budget.

Assistance to Australian Optical Fibre Research (AOFR)

3.22. The extent of assistance to be provided to AOFR to entrench its operations in the ACT was raised. The Chief Minister advised that the components of the assistance package include a block of land at Symonston adjacent to the company's existing block. The committee was advised that the assistance measures would be worth in the vicinity of \$1 million and \$1.5 million and would include, apart from the land, payroll tax breaks and relocation assistance.²³

3.23. The Chief Minister was not prepared to publicly disclose details of the assistance package, advising that this could prejudice arrangements with other companies in the future. However, the committee was advised that some 300 jobs would be created by AOFR.

3.24. It is a concern to the committee that arrangements such as the AOFR relocation effectively means that the ACT Government is bidding against other States and Territories for industry relocation and has reservations as to whether such arrangements are in the longer term interests of the ACT and, indeed, the national interest.

3.25. The committee notes that major elements of the package represent revenue foregone rather than financial outlays.²⁴ Nevertheless, the committee is concerned that the costs of assistance packages may not be fully reflected in this or future budgets. Apart from a departure from the intended bottom line nature of the budget in out years which would follow from a non-disclosure of such assistance measures, the committee

²² Select Committee on Estimates 1994-95 p31

²³ Transcript p997

²⁴ *ibid* p999

finds it unacceptable in terms of public accountability for these costs not to be reflected in the budget.

Recommendation 12

3.26. The committee recommends that the Government include in future budgets the costs, both real and in terms of revenue foregone, of industry assistance measures.

3.27. Apart from public accountability aspects, the committee is also concerned that both the Assembly and the wider community should be aware of the balances struck by the Government in allocating resources between programs. The committee does not suggest that industry development measures are not desirable and that they may not create employment opportunities. The committee does, however, consider that the budget papers should indicate clearly where resources are to be directed.

Recommendation 13

3.28. The committee recommends that future budgets include industry policy and community support policy financial outlays, and the social and economic benefits which are to be gained from these outlays.

Program 5 - Department of Health and Community Care

Financial Management Reform

3.29. The committee noted that initiatives in the 1994-95 budget relating to major reforms in financial management and accountability with the replacement of the financial management system at a cost of \$448,000 were not referred to in the Department's annual report.

3.30. The committee was advised that the reforms were a result of the Anderson Review and the Department had initiated training of staff in finance management. There had also been a devolution of responsibilities of a range of functions; and the financial management system was deferred to 1995-96 because of some delays at a whole of Government level in instituting the financial management reforms.²⁵

3.31. It was put to the committee that the delay in implementing the financial management system was also due to the fact that the Anderson Report was about changing the culture of Health and turning it around to work within budget, and this was not going to happen instantly.²⁶ The committee notes this point, but observes that the change may not be as complicated as it has been presented.

²⁵ ibid p674

²⁶ ibid p678

3.32. The committee noted that the 1994-95 Health budget was balanced for the first time in many years²⁷, and this was further borne out in responses by the Department to questions taken on notice during the estimates hearings.

Booz Allen Report

3.33. There was considerable discussion on the Booz Allen report. The essence of that discussion elicited that the Department would be implementing restructuring and other changes in a range of areas identified by Booz Allen.²⁸, and the committee noted that the outcome of the report would be a targeted list of jobs.²⁹ However, the committee was advised that Booz Allen would not be used in its totality and that processes are being set up to work through all areas of the report.³⁰

3.34. Some concerns were expressed within the committee that a top down pressure for savings would compromise the quality of care. However, the committee was assured that the quality of care would not be compromised in giving effect to the Booz Allen recommendations and that, in fact, a number of recommendations should improve the quality of care. The committee was advised that extensive consultations were being held with hospital staff and all who work in the health system.³¹

3.35. A particular area identified by Booz Allen for savings is with nurse rosters and there was considerable debate in the hearings on this matter, with some concern expressed by committee members that changed rosters could be seen as a budget driven management exercise rather than as an enterprise bargaining exercise.³² The committee noted that this issue is to be resolved as an enterprise bargaining exercise.³³

3.36. A further area of interest is that an essential part of the ground work for a more efficient health system is that responsibility for budgets is to be devolved in effect to units in the hospitals. The committee had some concern that in this case, certain officers responsible for financial matters in the hospitals may well be those finance officers whose positions are targeted for abolition in the Booz Allen report.

In-Patient Fees

3.37. The committee noted a considerable reduction in income from in-patient fees in 1995-96 compared with the previous year and planned reductions in such income of some magnitude in the out years. The committee was advised that this was due to increasing numbers of privately insured patients electing to be treated as public patients.

²⁷ *ibid* p679

²⁸ *ibid* p687 et seq

²⁹ *ibid* p703

³⁰ *ibid* p703

³¹ *ibid* p704

³² *ibid* p712

³³ *ibid* p713

3.38. The committee was advised that private patients in public hospitals bear substantial costs over and above what is remitted by their health funds and this is a significant incentive for them to be treated in public hospitals as public patients.³⁴

Funding for Mental Health

3.39. The committee had some difficulty in ascertaining how much the ACT allocated to mental health as distinct from moneys allocated by the Commonwealth. The information was sought against a background of allegations that the ACT was underspending in mental health in Grants Commission terms by significant sums.³⁵ A concern was that Commonwealth funding might end in 1998 and the ACT would be left with little support in this area.³⁶

3.40. In this particular case, it became clear that the funds took the form of a Commonwealth grant, although the impression was given that they were allocated from revenue raised by the ACT Government. The committee considers that the ACT Government should not present budgetary information in such a way as to take credit for a Commonwealth initiative.

3.41. The committee was advised that the amount of Commonwealth mental health funding will be tied into the next round of Medicare negotiations in 1998.³⁷ With this in mind, the committee was concerned that mental health services in the ACT are under resourced and a guarantee was sought from the Department that adequate resources would be provided.

3.42. The response was less than satisfactory to the committee. On the one hand, the committee was advised that it was premature to increase funding because there are not sufficient structures and trained staff in place to support increased resources.³⁸ Elsewhere, the committee was advised that the ACT mental health plan would be implemented when funds were available. This suggests a catch 22 situation and the committee is anxious that the roadblocks to the implementation of a mental health plan be removed as speedily as possible.

Recommendation 14

3.43. The committee recommends that the Government take steps to provide adequate funds to implement the ACT mental health plan as a matter of urgency.

³⁴ *ibid* p746 and Budget Paper No 4 p94

³⁵ Transcript p753

³⁶ *ibid* pp756-757

³⁷ *ibid*

³⁸ *ibid* p758

***Kippax Health Centre and Transfer of General Practice Services
from the Non-Government Sector***

3.44. The committee sought from the Minister, and received an assurance, that the Kippax Health Centre would not be closed. However, the Minister advised that the Centre would be sold as a going concern, as a health centre, and that it would continue to provide health services.³⁹

3.45. The committee was advised that negotiations are underway with the current community medical practitioners (CMPs) about whether they would wish to stay in the current health centres located at Civic, Belconnen, Melba, Phillip, Tuggeranong and Narrabundah, or others as private practitioners.

3.46. Initial negotiations were on the basis that CMPs rent space in the health centres but, when the Assembly decided that there should be 100% bulk billing in those centres, the CMPs questioned whether they could be viable under that condition. The committee was advised that the situation is still being considered by the CMPs, but that it had to be recognised that the Assembly decision had reduced the commercial value of the medical centres.⁴⁰ The committee notes that the net salary costs of the CMPs is around \$600,000 after Medicare rebates.⁴¹

Community Grants

3.47. The committee was frustrated in its consideration of this sub-program due to insufficient information in the annual report, or confusion arising from trying to access information about community grants in the report. The Minister acknowledged the committee's problem and it was necessary for the committee to seek information on notice.⁴² This problem effectively prevented the committee from dealing with this issue in the limited time available to it.

Recommendation 15

3.48. The committee recommends that all agency annual reports provide complete and clearly identifiable information about outgoings in the form of community and other grants to non-Governmental bodies.

Health Grants Assessment Committee

3.49. There was considerable discussion with the Department about grants to non-Government public health bodies and the role of the Health Grants Assessment Committee in facilitating the work of those bodies.⁴³

3.50. The committee recognises that the Health Grants Assessment Committee is effective and professional in its dealings with non-Government agencies and does not show bias in its decisions. However, of the current nine members of the Committee

³⁹ *ibid* p768

⁴⁰ *ibid* pp780-781

⁴¹ *ibid* p782

⁴² *ibid* pp785,788

⁴³ *ibid* p812 et seq

only two are community members, the others being officers of the ACT Administration. This committee considers that there is a perception that the Grants Committee may be too internal and lacking a degree of transparency in its operations. Accordingly, the committee considers it now appropriate for the Grants Committee membership to be more representative of the community with a view to greater participation by the community in public health decision making.

Recommendation 16

3.51. The committee recommends that the membership of the Health Grants Assessment Committee be revised to provide a better balance between public sector and non-Government members and to include representatives of the non-Government community such as health consumers and environmental health interests.

Payments to Visiting Medical Officers

3.52. Payments to VMOs were this year listed in the Department's annual report. Despite periods of industrial action by VMOs during the 1994-95 year, payments for a significant number of VMOs were quite significant with some payments above \$100,000, \$200,000 and \$300,000.⁴⁴

3.53. A large number of VMOs were paid for their services and many payments were in the range \$10,000 to \$99,000 with others paid amounts below \$10,000. The committee was advised that the dollar payments in isolation do not indicate the types of services provided as some doctors work predominantly in public hospitals and others at John James Hospital. It was pointed out that, potentially, the doctors paid at lower levels may be paid substantially higher amounts for less service than doctors who work full time in the public hospitals.⁴⁵

3.54. The committee welcomes the provision of VMO payment information in the annual report and trusts that this information will be continue to be provided in the future. However, there should be some indication in the report to show the relative costs of the services provided by VMOs.

Recommendation 17

3.55. The committee recommends that the Department continue to provide information in its annual reports about VMO payments and that future annual reports also give details of the relative costs of services provided by the individual VMOs.

⁴⁴ Department of Health and Community Care, Annual Report 1994-95, Part D

⁴⁵ Transcript p1030

Queen Elizabeth II (QE2) Hospital - Sale and Replacement

3.56. Receipts of \$8 million for next year's budget are foreshadowed as proceeds from the sale of the QE2 Hospital but the committee was unable to determine whether funding provision had been made for a replacement facility. The matter was raised in the hearings with the Minister who advised that QE2 would have to relocate from its present site.⁴⁶

3.57. Against concerns expressed by the committee that QE2 could be closed before an alternative facility was in place, the Minister advised that there is no doubt that the post-natal services and the QE2 approach will continue in some form [but not necessarily in the current QE2 building].⁴⁷

3.58. The Department advised that in developing its capital works budget for 1996-97 any changes that are made to the provision of post-natal services by the Canberra Mothercraft Society or other service providers will be factored in.

Program 6 Business and Regional Development

Labour Market Programs

3.59. The Committee expressed concern about the significant cuts to labour market programs in this budget.⁴⁸ In particular, there was concern about how the ACT Government would fulfill the objective of caring for those most disadvantaged in the labour force, and those who are not adequately provided for by Commonwealth services as well as young people under 25 as stated in the employment sub-program and the Annual Report.⁴⁹

Recommendation 18

3.60. The Committee recommends that the Government publish a strategy for addressing unemployment in the ACT, particularly for the long term and youth unemployed.

Program 7 Canberra Tourism

3.61. Concern was raised from within the committee as to what was considered to be the optimum number of tourists to the ACT.

3.62. This concern was based on the experience of other countries where tourism has been encouraged to the point where so many people are visiting certain areas that tourism is having a deleterious impact on both the natural and urban environment.

⁴⁶ *ibid* p1031

⁴⁷ *ibid* p1033

⁴⁸ *ibid* p836 et seq

⁴⁹ Transcript, p839; Budget Paper No 1, Vol. 1, p202; Chief Minister's Department Annual Report p68

3.63. Canberra Tourism advised that it would soon release a 10-year strategy which deals with this issue.⁵⁰

3.64. With reference to promotion of international tourism to the ACT, the Minister was asked about proposals for development of Canberra Airport to international airport status. The Minister advised that a sum of \$91,000 had been allocated for a feasibility study and that a group of knowledgeable people would be convened to advise the Government. However, the Minister was unable to indicate whether any community representation would be on the group.⁵¹

Recommendation 19

3.65. The committee recommends that the group which will be established to advise the Government on the future of Canberra Airport include representatives of a peak environment group and resident groups.

Program 8 - Department of Urban Services

Driver Licence Testing

3.66. The committee was advised that the Government is introducing a number of major initiatives in relation to driver education. These initiatives include computerised theory testing for learner driver applicants; extending the existing secondary college-based driver education programs; learner licences with a possible second stage leading to provisional licences and an optional, Government-approved, competency-based training scheme under which accredited private driving instructors will certify learner drivers as having the necessary competence; and then requiring private driving instructors, who will be authorised to certify learner drivers with provisional licences, to gain accreditation.⁵²

3.67. Under the certified learner driver scheme, there will be an option of going through the present system. However, the costs for those who go through the scheme will be more expensive as the private licence testers will need to be accredited.⁵³

Graffiti Removal Program

3.68. The committee was advised that \$170,000 has been allocated to the "Can-It Squad" program. This sum includes \$40,000 for plant and equipment, \$107,000 for materials and \$23,000 for training. The Squad is cleaning up those areas more publicly noticed as the first priority and upon road and traffic signs on main freeways. The latter are subject to a separate contract for \$20,000 and all major arterial signage is expected to be cleaned within 12 months.⁵⁴

⁵⁰ *ibid* pp884-885

⁵¹ *ibid*, pp885-886

⁵² *ibid* p483

⁵³ *ibid* p486

⁵⁴ *ibid* p490

3.69. The committee was assured that the training component will cover matters such as the handling, and disposal, of high toxic solvents.⁵⁵

Household Tip Fees and Ainslie Waste Transfer Station

3.70. The committee noted that the Government is to introduce household tip fees from 1 January 1996. The stated reason for the charges is to stop the amount of rubbish being disposed of at the tips, but the committee was advised that recycling arrangements at the tips would not attract a fee.⁵⁶

3.71. With regard to the Ainslie Waste Transfer Station, the committee was advised that usage of the facility had declined by about 25% over the past two years and that it was costing the community \$16.70 per use - just for operational costs.⁵⁷

3.72. With regard to Revolve and mulching businesses operating from the Ainslie facility, the committee was advised that they had operations at the other tips which would continue, but that the contracts at Ainslie would cease.⁵⁸

3.73. While the committee notes these arrangements, it expresses concern that the combination of tip fees and the closure of the Ainslie facility will result in more illegal dumping. Accordingly, the committee urges the Government to ensure that adequate inspection arrangements are made to prevent, as far as possible, illegal dumping.

Recommendation 20

3.74. The committee recommends that the Government monitor illegal waste dumping occurrences and employ additional resources to police illegal dumping as appropriate.

Paid Parking at Shopping Malls and Parking Generally

3.75. Having regard to the need for incentives to encourage the use of public transport rather than private motor vehicles, the Minister was asked why paid parking at the Tuggeranong and Belconnen town centres would not be introduced with the dual objective of creating incentive for increased public transport patronage and generating more revenue.

3.76. The committee was advised that the Government has no immediate plans to introduce paid parking at the town centres.⁵⁹

3.77. On parking generally, the committee was advised that there had been increased enforcement with 10 additional parking inspectors being employed and there had been additional fees and a revised fine recovery process.⁶⁰

⁵⁵ ibid p492

⁵⁶ ibid p496 and p509

⁵⁷ ibid p499

⁵⁸ ibid

⁵⁹ ibid p517; letter from DUS dated 26 October 1995, answers to Question on Notice

⁶⁰ ibid p518

Additional Taxi Plates

3.78. The committee noted that it was proposed to raise \$9 million over the next three years through the sale of an additional 45 taxi plates, although it was noted too that this was to be done without the agreement of the taxi industry.

3.79. The committee was advised that the Taxi Industry Advisory Council had recommended 5 new plates this year, the Taxi Owners Association had recommended 12 new plates and the Treasury had proposed 20.⁶¹ The committee was further advised that 8 plates were sold last year for an average price of \$240,000 while this year the reserve price is \$200,000.⁶²

3.80. Against the background of a current Government review of taxi regulations and a reference on the taxi industry before the Assembly Standing Committee on Economic Development and Tourism, there was some surprise in the committee that the Government has chosen to go ahead at this stage with the sale of additional taxi plates.

Taxi Plate Auction

3.81. The committee is concerned that in evidence from the Minister and officials, the committee was advised that the reserve price for the 15 new taxi licences was \$200,000, the clear implication being that the budgeted \$3 million was the minimum income that would be achieved from the sale.⁶³

3.82. In the subsequent auction, the reserve price set was only \$100,000 and the income received from the sale of the taxi licences was only \$2.4 million. The inaccuracy of the information provided to the committee significantly interfered with the committee's examination of these estimates.

Roads and Transport Environmental Issues

3.83. The objective of the Roads and Transport sub-program is to ensure a safe, effective and sustainable transport system for the ACT.⁶⁴ The Minister acknowledged that the term sustainable meant ensuring a balance between the various resources including environmental factors.⁶⁵

3.84. However, there is a concern within the committee that the environmental considerations are not adequate as evidenced by the ACT having twice the national average of [car] parking provision. That concern was that car parking availability is a major factor in the use of private cars.⁶⁶

⁶¹ *ibid* p525

⁶² *ibid* p527

⁶³ *ibid*, p527

⁶⁴ Budget Paper No 4 p246

⁶⁵ Transcript p536

⁶⁶ *ibid* p537

3.85. In response, the Minister and the Department advised that a Transport Advisory Committee has been established with some urban management goals incorporating specific environmental indicators relating to fuel use and emissions.⁶⁷

Library Services

3.86. The committee was advised that savings of \$600,000 would be achieved by a package of measures including the filling of temporary positions with excess officers who will be paid for through other programs.⁶⁸

3.87. However, the committee observes that this sub-program's real salary costs are higher than indicated in the budget papers and that it does not conform with the budget philosophy that costs are to be allocated against programs. This is misleading in that it conveys an incorrect picture of the actual costs of the library service.

Recommendation 21

3.88. The committee recommends that in future budgets, the real and actual costs of all sub-programs be provided in the budget papers.

Supply and Tender Agency

3.89. Provision in the Property Management sub-program for the development of a supply and tender agency revealed that the agency had been established in September last year with the function of bringing together purchasing officers and suppliers to enable agencies to make known their purchasing requirements to ACT and regional suppliers.⁶⁹

3.90. In essence, the committee found that the agency is a computer-based system which Government agencies can access. The committee was advised that it is intended to increase the number of Canberra-region suppliers on the system but that the system will remain a system and not a physical agency.⁷⁰

ACT Fleet - Financing

3.91. The budget provides for ACT Fleet to move to external financing with the intention of realising savings of some \$22.5 million over the next three years. The committee was advised that this would not be done by Government borrowing but through a financing arrangement which would allow the release of capital for other purposes.⁷¹

3.92. The committee had some reservations about the economics of a financing arrangement but was assured that it would be beneficial. The committee was advised

⁶⁷ *ibid* p538

⁶⁸ *ibid* pp541-542

⁶⁹ *ibid* p579

⁷⁰ *ibid* p580

⁷¹ *ibid* p582

that the Commonwealth Government and State governments were going down the same path and that the ACT may well join the Commonwealth in a joint tender for financing the car fleet.⁷²

3.93. The committee was advised that a study is underway to assess the viability of the financing arrangement. There was discussion about problems which had arisen in South Australia in releasing capital through financing arrangements and considerable discussion as to whether it might be appropriate for such an arrangement for the ACT to be scrutinised by the Assembly Public Accounts Committee.⁷³

3.94. The Minister offered to provide the committee with a confidential briefing on the proposed arrangement. However, the committee considers that a more appropriate course would be for the Public Accounts Committee to consider whether the long-term advantage to the ACT is not compromised by short term advantages.

Recommendation 22

3.95. The committee recommends that the Government refer to the Public Accounts Committee for consideration the proposed ACT Fleet financing arrangements with a view to that committee examining the arrangement to ensure that the long-term position of the ACT is not compromised by the short term (ie three year) advantages of the arrangement.

ACTEW Staff Entertainment Costs

3.96. The committee noted the recent report of the ACT Auditor-General which noted staff entertainment expenses met by ACTEW which, by their nature, are expected to be met by officers elsewhere in the ACTGS.⁷⁴

3.97. The committee was advised that certain aspects of these costs result from industrial negotiation whereby staff went without morning and afternoon tea breaks in return for having tea and biscuits provided by management.⁷⁵

3.98. The committee observes that the matters covered by the Auditor-General's report, including this matter, are under consideration by the Assembly's Public Accounts Committee and will be the subject of a report from that committee in due course.

Program 9 - Public Transport

Intersectoral Planning for Urban Transport

3.99. In response to questions about ACTION strategies for increasing patronage the committee was advised inter alia that intersectoral planning is part of the Government's

⁷² ibid

⁷³ ibid p584 et seq

⁷⁴ Auditor-General's Report No 6/1995

⁷⁵ Transcript p606

agenda for transport and that the Transport Reform Advisory Committee is concerned with transport strategy.⁷⁶

3.100. Within the committee there is some concern that the Advisory Committee is not intersectoral in that of its 10 members only one is a community representative, the other nine being persons with primary expertise in transport planning and management. The committee considers that the Advisory Committee should also include persons with primary expertise in such relevant areas as urban planning, health and the environment.

Recommendation 23

3.101. The committee recommends that the Government review membership of the Transport Reform Advisory Committee with a view to including representatives with expertise in urban planning, health and the environment.

Recommendation 24

3.102. The committee recommends that the Government make public transport a priority in the development of future transport strategies for the ACT.

ACTION Advertising and Revenue from Advertising

3.103. The committee was advised that ACTION does not overtly spend money promoting itself. It does survey households for views on a range of issues about ACTION services. However, ACTION accepts that its performance is a basis of advertising and the fact that it has some 400 buses on the roads is an advertisement in itself.⁷⁷

3.104. Revenue from advertising is some \$360,000 a year and ACTION is getting about 40% of potential bus revenue.⁷⁸ However, the committee was advised that ACTION provides free advertising for a number of ACT attractions [War Memorial, National Gallery and so on] on the basis that there is a public service need to know about these organisations and the Government wishes to endorse their activities.⁷⁹

3.105. It was acknowledged to the committee that ACTION provides a significant subsidy to the various national institutions through its community service free advertising and that it would be appropriate that this subsidy be reflected in the ACTION accounts.⁸⁰ This would show the recipients of subsidised advertising on ACTION buses as purchasers, and properly reflect the real cost of providing free advertising to these institutions.

⁷⁶ Transcript p1065

⁷⁷ *ibid* pp1067-1070

⁷⁸ *ibid* p1073

⁷⁹ *ibid* p1074

⁸⁰ *ibid* p1075

Recommendation 25

3.106. The committee recommends that the cost of 'free' advertising on ACTION buses be attributed to the appropriate sub-program and be shown in ACTION's accounts as a sale of services.

3.107. The committee noted the lack of detail in the budget papers on how savings would be achieved in ACTION. It was not clear from the evidence provided at the hearings that the budgeted cuts could realistically be achieved without a negative impact on public transport service levels.⁸¹

Recommendation 26

3.108. The committee recommends that in future greater detail be provided of budget cuts and how they are consistent with the maintenance of community service obligations associated with public transport.

Program 10 Attorney General's

Director of Public Prosecutions (DPP) and Ombudsman Annual Reports

3.109. The committee expressed its disappointment that the annual reports of the Director of Public Prosecutions and the Ombudsman were not available. This is because, under their legislation, the agencies have different reporting requirements to other agencies. The Minister described this as an unfortunate situation which the Assembly should consider rectifying.⁸²

3.110. As a result of this anomaly in reporting patterns, the committee was disadvantaged in its attempts to assess the performance of the DPP and Ombudsman.

3.111. The committee did, however, question a senior representative of the Ombudsman's office and was able to determine that in relation to proposed budget cuts of 9%, had not yet been agreed to.⁸³

Recommendation 27

3.112. The committee recommends that annual reporting requirements for the DPP and the Ombudsman be amended to conform with the requirements made of other ACTGS Departments and agencies.

Victims of Crime Coordinator

3.113. The committee noted that one of the Attorney General's Department initiatives was to appoint a Victims of Crime Coordinator, yet could find no reference in the 1995/96 annual report as to whether or not this had occurred.

⁸¹ *ibid* p1076

⁸² *ibid* pp330-331

⁸³ *ibid* p1110 et seq

3.114. The committee draws attention to the following observation from last year's Budget Performance committee:

*... when the Government foreshadows action in a budget paper or annual report under a specific program, that program should also account for what action was undertaken in response to that commitment in the agency's annual report.*⁸⁴

3.115. It emerged at the hearings that, despite long and intensive discussions between the Government and the Victims of Crime Assistance League (VOCAL), one of whose officers was expected to take up the position of Victims of Crime Coordinator, the position has yet to be permanently filled,⁸⁵ a situation which the committee regrets.

3.116. The committee was advised that VOCAL had told the Government it was unable to fill the position from within its own ranks because there did not exist the appropriate support for it to do so.⁸⁶ Nevertheless, the Attorney General's Department is urging VOCAL to remain a key player in the handling of victims of crime.

Performance Indicators

3.117. The committee had occasion to raise the issue of performance indicators in relation to legal policy objectives and questioned how they could be measured.⁸⁷

3.118. The Department argued that advisory areas such as legal policy were generally agreed to be the most difficult for which to develop meaningful indicators. It was also pointed out that the indicators developed by the Department conformed with examples given by Auditor General's Report No 9 /1994 dealing with Performance Indicators.⁸⁸

Purchase of Goods and Services

3.119. The issue of the purchase of general Government services such as plant and equipment and goods and services was raised. The committee was advised that Department purchasing decisions were devolved to sub-programs.⁸⁹

3.120. The committee believes that significant savings could be made if a central purchasing arrangement for all Government agencies was put in place.

⁸⁴ *Report on the Performance and Outcomes of ACT Government Agencies for the Year Ending 1993-94*, Select Committee on Budget Performance and Outcomes, November 1994, p.6

⁸⁵ Transcript p336

⁸⁶ *ibid* p335

⁸⁷ *ibid* p356

⁸⁸ *ibid*

⁸⁹ *ibid* p363

Recommendation 28

3.121. The committee recommends that the Government assess the possible cost benefits of establishing a central purchasing office for Government agencies.

Government Solicitor

Proceedings Before the Industrial Relations Commission

3.122. The committee was advised that in relation to the payment of moneys to a former staff member employed by a Member of the Assembly in settlement of an unfair dismissal case there was no separate identifiable provision in the Department's accounts for the payment. The committee was advised that the matter was settled on terms not be disclosed.⁹⁰

3.123. In relation to the role of the Government Solicitor in the proceedings, the committee was advised that the Government Solicitor was representing the Government as the employer and the issue was whether the procedural requirements of the Industrial Relations Reform Act had been met in the procedures followed. The committee was advised that the role of the Solicitor was to exclusively represent the interests of the Territory.⁹¹

Proceedings Before the Human Rights Commission

3.124. The committee was advised that in relation to proceedings currently before the Human Rights Commission involving a former staff member employed by a Member of the Assembly, the Government Solicitor's role was the same as it had been in the case before the Industrial Relations Commission. The committee was advised that the Solicitor has appeared to represent the interests of the ACT as the Commissioner has reached some tentative views that the ACT might have a liability in respect of the case. In this circumstance, it had been appropriate for the ACT to be represented in the proceedings.⁹²

3.125. There was a concern within the committee about the delicate position of the Government Solicitor, who represents the ACT and who reports to the Minister, being involved in the proceedings. This concern was reinforced by reports that the Solicitor had taken a lead role in seeking to strike out certain evidence tendered by the complainant.⁹³

3.126. The committee was advised again that there is a potential liability for the Government and that arises hypothetically on such issues as to whether there was a safe and properly informed workplace within which these matters were said to

⁹⁰ *ibid* p368

⁹¹ *ibid* p370

⁹² *ibid*

⁹³ *ibid*

arise. The committee was advised that it had been agreed that the Chief Minister's Department would provide advice throughout and that the Solicitors role has been very much one of addressing the contextual issues of the framework within which Members employ staff and dispense with their services which are, one way or the other, the Government's responsibility.⁹⁴

Third Party Insurance

3.127. The committee noted the Minister's assurance that no major changes to third party insurance was being considered at this stage.⁹⁵

Sub-Program 10.4.4 - ACT Electoral Commission

Review of Electoral Legislation

3.128. In its annual report [page 12] the Commission states that it intends undertaking a review of the electoral legislation in the 1995-96 year and reporting on recommendations for changes as a result of the review.

3.129. The committee was advised that a report would be made to the Minister for presentation to the Assembly. Questioned on this aspect, the Minister indicated that he did not see any reason for secrecy about the report.⁹⁶

3.130. However, there are certain sensitivities with regard to the role of the Electoral Commission, the committee noting that all Members of the Assembly had been actively involved in the drawing up of the Electoral Act. The question was posed as to whether it would be more appropriate that the Electoral Commission was at more arm's length from the Government. The Minister proffered the view that the Commission should, in fact, report to an Assembly committee so that reviews of the type indicated to be undertaken by the Commission would be the preserve of the Assembly exclusively.⁹⁷

Recommendation 29

3.131. The committee recommends that the Electoral Commission, when reporting on its functions under the Electoral Act, present its reports to the Assembly through the Speaker.

Sub-Program 11.1 - Australian Federal Police (AFP)

Neighbourhood Watch

3.132. Concerns were expressed within the committee about the profile of Neighbourhood Watch, especially in the newer suburbs.

⁹⁴ *ibid* p372

⁹⁵ *ibid* p384

⁹⁶ *ibid* p395

⁹⁷ *ibid*

3.133. The Minister advised that there were some problems with this program and that in some parts of the ACT there had been a serious loss of [private householder] resources and some divisions or zones had actually folded because of lack of interest. The Minister advised that ways to improve the level of participation were being considered, and further education programs may be needed.⁹⁸

3.134. The committee supports efforts to rejuvenate the Neighbourhood Watch and considers that community support in this area should be a major focus for the AFP.

Availability of the ACT Police Commissioner

3.135. For its consideration of this important program within the ACT budget, the committee was disappointed that the ACT Police Commissioner was unavailable to meet with the committee, although the committee accepted that the Commissioner in his dual role of Commissioner of the AFP as well as Commissioner of the ACT Police was involved with pressing police business. Regrettably the Deputy Police Commissioner was also unavailable because of illness and, as a result, those representatives of the AFP in attendance were not in a position to fully respond to the committee's questions on the estimates.

3.136. Nevertheless, the committee was assured by the Minister that any changes in the structure of ACT policing would not occur without the Government's involvement in that decision and approval of that decision, and that before any changes would occur he would have discussions, including in the Assembly.⁹⁹

3.137. In the event, the media reported on 29 September 1995 significant changes to the AFP affecting the policing of the ACT, and the committee was concerned that the Commissioner of the ACT Police should be asked to attend the committee and explain the extent and purpose of the reported changes.

3.138. The ACT Police Commissioner attended the committee on 25 October 1995 with the Minister and briefed the committee on the changes which are intended for the ACT Police.

3.139. The committee questioned the Police Commissioner on rotation within the major squads and was concerned to ensure that the new teams would have built into them a rotation system.

Program 12 Emergency Services

3.140. The committee was advised that emergency service response times were not as good in the south-east corridor and in Gungahlin as they are in other parts of Canberra.

⁹⁸ *ibid* p473

⁹⁹ *ibid* pp462-463

3.141. The committee was advised that it was hoped to improve service in these areas by co-locating a fifth ambulance with the Fyshwick Fire Station and by deploying four additional staff to either Ainslie Fire Station or Belconnen, part of whose function would be to meet the needs of Gungahlin residents. It was anticipated that an emergency services centre would be opened in Gungahlin by the end of 1997. Work on the centre will begin in the next financial year.¹⁰⁰

Program 13 Environment and Land

Bushfire Fuel Management

3.142. The committee was surprised that the Commissioner for the Environment had not been asked to comment on the recommendations of the Bushfire Fuel Management Task Force Report.¹⁰¹ The Minister advised the committee that he would consider the question of having the Commissioner comment on the report if there was particular concern over the impact on the environment.¹⁰²

Motor Sports

3.143. The Minister rejected the suggestion that exemptions for motor sports had increased over the last six months.¹⁰³ The Minister foreshadowed a delay in responding to the recommendations of a report by Commissioner for the Environment on this matter, citing concerns expressed by major stakeholders which would need to be worked through.¹⁰⁴

ACT Survey Office

3.144. There was concern within the committee about the pace of change in the culture of the ACT Survey Office to full cost recovery by 1 July when the Office will be required to compete with the private sector for Government work. The committee noted that this financial year the ACT Survey Office will be working to identify what the actual cost of survey services are at the moment and to compare these costs with that of work in the private sector.¹⁰⁵

3.145. The committee notes that the Office currently provides its services without cost to agencies but that it is the intention to devolve funds to customers and for the Survey Office to compete on a business basis.¹⁰⁶ Devolution is in the 1996-97 financial year.

3.146. The Minister advised that the model to be used to implement the change to competition had not been finalised but that it was not appropriate to lock in a large part of the available work to in-house surveyors.¹⁰⁷ The committee's view is that the

¹⁰⁰ *ibid*, pp908-909

¹⁰¹ *ibid* p941

¹⁰² *ibid* p942

¹⁰³ *ibid*

¹⁰⁴ *ibid* p943

¹⁰⁵ *ibid*, p954

¹⁰⁶ *ibid* p955

¹⁰⁷ *ibid*

Survey Office should be given a reasonable opportunity to develop as an effective competitor under the proposed arrangements. The committee is concerned that once the purchaser/provider model is established after 1 July 1996, it should be allowed to operate for a period before ACT Government clients are untied from the ACT Survey Office to ensure that the Survey Office is properly able to compete for business.

Recommendation 30

3.147. The committee recommends that the Government defer the untying of ACT Survey Office customers until 1 July 1997 to allow adequate time for the Office and the client agencies to adapt to the purchaser/provider model.

Sub-Program 15.1 - Planning

Planning Appeal Board

3.148. The committee was advised that there are a number of requirements in the legislation about the degree of documentation to be provided in relation to planning appeals. The ACT Planning Authority (ACTPA) is required to provide reasons and all the background material on the files that is relevant to the decision. If there is information from other agencies on which the decision is based, that has to be provided to the other parties to the appeal.¹⁰⁸

3.149. There was concern within the committee that the ACTPA had, in the recent past, failed to meet the requirements under the legislation. The Minister advised that the Authority was still having considerable difficulty in meeting the five day requirement under the legislation to provide all relevant information to parties to an appeal but that it was trying to get as close as possible to the requirement.¹⁰⁹

3.150. It is a concern to the committee that the legislative requirements are not being observed and it considers that the legislation should be reviewed to establish those conflicting elements in the legislation which require amendment.

Recommendation 31

3.151. The committee recommends that the Government review the Land (Planning and Environment) Act 1991 with a view to introducing amendments designed to ensure that the Act allows all involved parties to effectively pursue their interests in the planning appeals process.

¹⁰⁸ *ibid* p450

¹⁰⁹ *ibid*

Program 16 Housing

ACT Housing Trust

3.152. The committee was advised that the terms of the Commonwealth-State Housing Agreement restricted the way in which the ACT Government could use the proceeds of the sale of a property. A large part of such income was required to be reinvested in capital, thereby precluding the ACT from devoting funds to more urgent areas, for example maintenance or recurrent spending.¹¹⁰

3.153. The committee notes that negotiations with the Commonwealth Government on this matter are proceeding and that there are encouraging signs that the Commonwealth will be responsive to the ACT's argument for greater flexibility in the Commonwealth-State Housing Agreement.¹¹¹

3.154. The committee also notes ACT Housing's program to replace sub-standard accommodation at Ainslie Village with new accommodation.

Program 18 Education and Training

3.155. During the public hearings, the committee asked why the Government claimed to be maintaining funding levels for education in real terms over the next three years (by providing a 4 per cent increase this year and 3 per cent for the next two) when the \$6.9 million salary award given to teachers by the previous government was not taken from the Consolidated Fund.¹¹²

3.156. The committee was advised that, of the \$6.9 million, \$3.1 million had been provided to the Department in 1994/95 for that part of the 1994 wage increase that had been paid in that year and for adjustments for enrolment variations which ran to approximately \$2 million in a full year.¹¹³

3.157. The remaining \$3.8 million which had not been paid to teachers was not included in consolidated revenue but effectively became part of the Department of Education's bottom line. In other words, the Department will need to fund the remaining \$3.8 million from within its total budget.¹¹⁴

3.158. The committee considers that this situation is not entirely consistent with the Government's claim to be maintaining the education budget in real terms.

¹¹⁰ *ibid* p307

¹¹¹ *ibid* pp309-310

¹¹² *ibid* p174

¹¹³ *ibid* p177

¹¹⁴ *ibid* pp174-178

Recommendation 32

3.159. The committee recommends that the Government consider the restoration of the \$3.8 million wage increase for teachers as part of the education budget.

Birrigai Outdoor Centre

3.160. The committee pursued the question of how the Government evaluates the productivity of an educational service such as that provided by the Birrigai Outdoor Centre.¹¹⁵ The Minister advised the committee that, while contracting out that service was an option which the Government would consider, it was not the only option. The Minister said he had also asked relevant agencies to consider having the Department take over the administration of the Birrigai Outdoor Centre.¹¹⁶

3.161. The Government has identified possible savings in relation to Birrigai of around \$200,000 for the rest of this financial year and \$400,000 for the following two years.¹¹⁷ Responding to the committee's concern that the evaluation of the performance of the centre not be limited to financial indicators, officials responded that one of the budget's major initiatives was to move toward more comprehensive effectiveness indicators relating to student learning outcomes. This would constitute a move away from the traditional education performance indicators of parent, teacher and student satisfaction.¹¹⁸

Program 18 Government Schooling

System Support

3.162. In relation to its goal to "manage effectively", the Department's outlook foreshadowed the development of "models for enhanced school based management".¹¹⁹ Asked for specifics as to what this would entail, the Minister informed the committee that consultation was progressing on the matter, and that the Government had an open mind as to what might be the outcome of these discussions. In general terms, the Government wanted to see flexibility, greater use of schools' financial resources, and greater decision making power for schools.¹²⁰

3.163. In terms of staffing, the committee was advised that, as schools have no legal entity, they could not hire and fire but could have greater control over some aspects of staffing, such as professional development.¹²¹

¹¹⁵ *ibid* p182

¹¹⁶ *ibid* p181

¹¹⁷ *ibid*

¹¹⁸ *ibid* pp182-183

¹¹⁹ Department of Education and Training Annual Report, p33

¹²⁰ Transcript, p;185

¹²¹ *ibid* p187

Outcomes Reporting

3.164. The committee noted that nowhere in the Budget papers was there reference to the Department's expected outputs or expected outcomes for 1995/96. This led the committee to inquire how the Department would evaluate its success in terms of meeting these aims in the absence of these outputs.¹²²

3.165. The committee was advised that outcomes reporting would concentrate on literacy and numeracy levels. Arrangements for literacy and numeracy reporting for primary schools would be in place in 1997, and for high schools in 1998.¹²³ The committee was concerned that, after two years of trialing learning profiles, the Department was still unable to provide these outcomes for 1995/96.

School counselling

3.166. The committee noted that one of the objectives of Government Schooling was to "value and develop staff".¹²⁴ However, the committee notes that, despite this objective, staff development did not appear among the program's major initiatives or expected outcomes.

3.167. The committee referred specifically to the issue of the shortage of counselling capacity within the Territory's schools. That teachers and students were suffering from this shortage is a point that has been made in recent times to other committees of the Assembly.

3.168. The committee was advised that no additional allocation of resources had been made available in the budget to overcome the counselling shortage, but that resourcing levels would be maintained. The committee commented that simply maintaining the status quo in relation to funding for counselling would not address the problem.¹²⁵

Recommendation 33

3.169. The committee recommends that the Department of Education and Training include in its outcome statements for the 1996/97 annual report a reference to school counselling so as to allow the 1996/97 Estimates Committee to evaluate whether there has been an improvement in the stress levels imposed on students and teachers.

High School Education

3.170. There was a concern within the committee that supplementary support for additional staffing allocation to small high schools was a short-term payment which would be withdrawn after a specified time.¹²⁶

¹²² *ibid* p193-194

¹²³ Program Estimates 1995-96, Budget Paper No 4, Vol 2, p533; Transcript p194

¹²⁴ Program Estimates, p533

¹²⁵ Transcript, p206

¹²⁶ *ibid* p223

3.171. In response to the committee's concern that a school could find itself in the position where it was required to deliver a full curriculum with an inadequate number of teachers, the Department advised that schools had considerable flexibility in terms of their teaching mix. This might include combining students of different ages in the same class, or utilising what the Department called a more integrated curriculum model which combined subjects (eg maths and science, English and the humanities)-in one block.¹²⁷

3.172. The committee observed that the limited nature of supplementary support for additional staffing allocation might mean that a child attending Charnwood High, which is soon to lose such funding, would have his or her learning experience limited as the school could not offer a full range of subjects because it did not have enough qualified teachers.¹²⁸

3.173. While the committee accepts that some parents are in a position to send children to schools outside their local area as a matter of choice, the committee is concerned that some families would be forced to do so because small schools which had their supplementary funding withdrawn could not offer a full range of subjects.

3.174. The committee notes that, subsequent to the committee's hearings, the Government has decided to merge Charnwood High with Ginninderra High.

Program 21 Children's, Family and Youth Services

Mandatory Reporting

3.175. The committee pursued the issue of mandatory reporting of child abuse, following the 1995/96 Budget Performance committee's recommendation that sufficient staffing resources be provided to address an anticipated increase in notifications.

3.176. The committee was advised that while funding for staff training had been provided for 1995/96, the Government had not allocated additional funds for the out years because it had not decided on a definite position on how mandatory reporting would be implemented.¹²⁹ The committee was therefore unable to establish what funding would be available for the last two years of the Government's three-year budget.

3.177. The committee was concerned that funding for a program which, as the Minister noted, could cost millions of dollars to implement,¹³⁰ was not reflected in the budget papers.

¹²⁷ *ibid* p224

¹²⁸ *ibid*

¹²⁹ *ibid* p226

¹³⁰ *ibid* p273

3.178. The committee notes the Minister's statement to the Assembly on 17 October 1995 on mandatory reporting. The Minister stated that, to complete training by 30 April 1997, an additional \$60,000 would be rolled over from last year and \$10,000 in ongoing funds and corporate sponsorship made available to supplement the \$50,000 allocated in the budget.

3.179. The Minister told the Assembly that further funding would be made in response to an increase in demand if and when it occurred. The committee is therefore unable to assess the budget allocation for mandatory reporting in the Government's three-year budget.

Recommendation 34

3.180. The committee recommends that the Government give an assurance that appropriate funding, by way of supplementation, will be made available to implement mandatory reporting.

Youth Services

3.181. The committee commented on the apparent inconsistency across the sub-programs in the Children's, Family and Youth Services program, drawing attention to significant variations in salary and administrative expenses.

3.182. The committee asked whether the 26% reduction in administrative expenses for youth services — a reduction at great variance with the other sub-programs — reflected the Government's priorities.¹³¹

3.183. The Minister was unable to account for this variation, and offered a detailed answer on notice.¹³² At the end of this process, the committee was still unable to draw a satisfactory response to the question of the disturbing reduction in administrative expenses for youth services.¹³³

Performance indicators

3.184. At the hearing, the committee noted the very poorly conceived performance indicators in relation to youth services, which constituted statements of fact about the unit's functions rather than measurable indicators, and asked that they be improved in future.

Recommendation 35

3.185. The committee recommends that performance indicators for sub-program 21.3, Youth Services, be re-written as part of the Government's response to this report.

¹³¹ *ibid* pp286-287

¹³² *ibid* p287

¹³³ Letter from Minister for Education and Training, dated 9 October 1995

Program 22 - Canberra Institute of Technology (CIT)

Australian International Hotel School

3.186. The committee noted that enrolments for the International Hotel School (AIHS) had fallen well short of those anticipated in a feasibility study.

3.187. The committee was advised that this was due in large part to the underestimation of how long it would take to build up to the estimated numbers (40 per semester), to recruit the Dean for the School, to gain accreditation for the course and to finalise the curriculum. As a result of the extension of these time frames AIHS was not geared up for recruitment until September when school leavers traditionally turn their attention to exams.

3.188. The Chief Executive and Director of CIT advised that he was confident AIHS's marketing campaign, which included Asia, New Zealand and the USA, would assist it in meeting the mark set for it by Government (68 students over three semesters).¹³⁴

3.189. The committee noted that until these numbers were discussed at the public hearing, the committee had no way of measuring the success of CIT's performance indicators relating to increased enrolments. As the targets were not quantified in the annual report, next year's Estimates committee would be unable to measure the success in meeting these targets. The committee was pleased to be advised that this would be rectified in next year's annual report.

Program 23 - Kingston Foreshore

3.190. The Minister advised the committee that the Government had not costed the surveying of Kingston foreshore site, had made no assessment of the demand for retail space, and had no timetable for putting out the documentation for the competition to develop the site. All of these issues would depend on what recommendations were made by the Assembly Standing Committee on Planning and Environment inquiry into the Kingston/Acton land swap.¹³⁵

3.191. While the committee accepts that the Government should have regard to the Planning and Environment Committee inquiry, the committee considers the Minister should have been in a position to give a broad indication of how the Government proposed to release and develop the site.

¹³⁴ *ibid*, p254

¹³⁵ *ibid* pp887-881

3.192. The committee was also surprised that the Minister was unable to say how the Government would evaluate its success in meeting its stated performance indicator of “on-going community consultation”¹³⁶. The Department advised that the Kingston Foreshore Development Authority was currently researching what kind of consultation it would employ and therefore had not yet not developed any evaluative mechanisms.¹³⁷

Roberta McRae

Roberta McRae MLA
Chair
31 October 1995

¹³⁶ ibid p895

¹³⁷ ibid p897

Appendix A: Witnesses at Public Hearings

FRIDAY 22 SEPTEMBER 1995

OFFICE OF PUBLIC ADMINISTRATION

Mrs Kate Carnell MLA, Chief Minister and Treasurer
Mr J Walker
Mr M Woods
Mr R Broughton
Ms G Faichney

MONDAY 25 SEPTEMBER 1995

CHIEF MINISTER'S DEPARTMENT

Mrs Kate Carnell MLA, Chief Minister
Mr J Walker
Ms M Cane
Ms R Walsh
Ms P Karmel

TUESDAY 26 SEPTEMBER 1995

DEPARTMENT OF EDUCATION AND TRAINING AND

Mr Bill Stefaniak MLA, Minister for Education and Training, and and Family Services
Ms C Vardon
Ms F Hinton
Mr T Wheeler
Ms S Chapman
Ms V Busteed
Ms C Healy
Mr N Fisher (CIT)]

DEPARTMENT OF URBAN SERVICES

Mr Bill Stefaniak MLA, Minister for Housing
Mr J Turner
Mr P Guild (ACT Housing Trust)
Mr K Bone (ACT Housing Trust)

WEDNESDAY 27 SEPTEMBER 1995

ATTORNEY GENERAL'S DEPARTMENT

Mr Gary Humphries MLA, Attorney-General and Minister for Police
Mr C Hunt
Mr V Dawson
Mr P Walker
Mr K Simpson
Mr D Hunt
Ms H McGregor

Mr P Green (Electoral Commission)
Ms S Gaskill
Mr M Leech
Mr G Tomlins (ACT Planning Authority)
Mr B Bell (ACT Planning Authority)

AUSTRALIAN FEDERAL POLICE

Commander A Bird
Mr J Ireland
Mr N Grant

THURSDAY 28 SEPTEMBER 1995

DEPARTMENT OF URBAN SERVICES

Mr Tony De Domenico MLA, Minister for Urban Services
Mr J Turner
Mr A Phillips
Ms R Read
Mr G Davidson
Ms A Pegrum
Dr D Banks
Mr P Mylcrea
Mr B Dockrill

ACTEW

Dr M Sargent
Dr C Orr

EMPLOYMENT AND INDUSTRIAL RELATIONS

Mr Tony De Domenico MLA, Minister for Industrial Relations
Ms M Cane
Mr P Rayner
Mr J Woodrow
Mr I Hodgkiss

ACT LEGISLATIVE ASSEMBLY

Mr Greg Cornwell MLA, Speaker
Mr M McRae
Mr T Duncan

FRIDAY 29 SEPTEMBER 1995

DEPARTMENT OF HEALTH AND COMMUNITY CARE

Mrs Kate Carnell MLA, Chief Minister and Minister for Health and Community Care
Mr G Fraser
Dr P Gregory
Ms M Hogan
Mr G Gaskill

Mr T Sanders
Ms H Ramsay
Mr M Van Der Kleij
Mr T Findlay
Mr I McNeill
Ms H Briggs
Dr D Zonta

TUESDAY 3 OCTOBER 1995

DEPARTMENT OF BUSINESS, THE ARTS SPORT AND TOURISM

Mr Tony De Domenico MLA, Minister for Business, Employment and Tourism
Mr W Dickson
Mr V Aleksandric
Mr G Keogh
Mr R Sue See
Mr D Marshall
Mr H Sommer

Mr C White (Canberra Milk Authority)

EMERGENCY SERVICES

Mr Gary Humphries MLA, Minister for Emergency Services
Mr J Turner
Mr M Castle

ENVIRONMENT AND LAND BUREAU

Mr Gary Humphries MLA, Minister for the Environment, Land and Planning
Mr J Turner
Ms L Webb
Ms D Jackson
Mr G McKenzie Smith
Miss M Ford
Mr R Hyland
Mr J Thwaite

BUREAU OF SPORT, RECREATION AND TRAINING

Mr Bill Stefaniak MLA, Minister for Sport and Recreation
Mr M Owens

TUESDAY 10 OCTOBER

CHIEF MINISTER'S DEPARTMENT

Mrs Kate Carnell MLA, Chief Minister and Treasurer
Mr J Walker
Mr M Woods
Mr R Broughton

Ms M Cane

DEPARTMENT OF HEALTH AND COMMUNITY CARE

Mrs Kate Carnell MLA, Chief Minister and Minister for Health and Community Care

Mr G Fraser

Dr P Gregory

Mr P Dyer

WEDNESDAY 11 OCTOBER 1995

DEPARTMENT OF URBAN SERVICES

Mr Tony De Domenico MLA, Minister for Urban Services

Mr J Turner

Mr J Flutter (ACTION)

THURSDAY 12 OCTOBER 1995

ATTORNEY GENERAL'S DEPARTMENT

Mr Gary Humphries MLA, Attorney-General

Mr C Hunt

Mr V Dawson

Ms S Pidgeon

Mr A Gagalowicz

Mr T Charge

WEDNESDAY 25 OCTOBER 1995

AUSTRALIAN FEDERAL POLICE

Mr Gary Humphries MLA, Minister for Police

Commissioner M Palmer

Deputy Commissioner J Allen

Commander D Blizzard