

LEGISLATIVE ASSEMBLY FOR THE AUSTRALIAN CAPITAL TERRITORY

**REPORT ON
THE ACT GOVERNMENT DRAFT ASSET MANAGEMENT
STRATEGY**

STANDING COMMITTEE ON PUBLIC ACCOUNTS

Report Number 27

August 1997

RESOLUTION OF APPOINTMENT

The Standing Committee on Public Accounts was appointed by the Legislative Assembly on 9 March 1995 with the following terms of reference:

- (a) examine:
 - (i) the accounts of the receipts and expenditure of the Australian Capital Territory;
 - (ii) the financial affairs of authorities of the Australian Capital Territory;
and
 - (iii) all reports of the Auditor-General which have been laid before the Assembly;
- (b) report to the Assembly, with such comments as it thinks fit, any items or matters in those accounts, statements and reports, or any circumstances connected with them, to which the Committee is of the opinion that the attention of the Assembly should be directed;
- (c) inquire into any question in connection with the public accounts which is referred to it by the Assembly and to report to the Assembly on that question; and
- (d) inquire into and report on the implementation of the *Public Sector Management Act 1994* with particular reference to:
 - (i) the public interest; and
 - (ii) any other related matter.

MEMBERSHIP OF THE COMMITTEE

Mr Andrew Whitecross MLA (From 18 February 1997. Elected Committee Chair 19 February 1997)

Ms Louise Littlewood MLA (From 18 February 1997. Elected Deputy Committee Chair 19 February 1997)

Ms Lucy Horodny MLA

Mr Bill Wood MLA (From 26 March 1996 to 18 February 1997. Former Committee Chair)

Mr Trevor Kaine MLA (To 18 February 1997. Former Deputy Committee Chair)

Ms Rosemary Follett MLA (To 26 March 1996. Former Committee Chair)

Secretary: Bill Symington
Assistant Secretary: Fiona Clapin

1. INTRODUCTION

Establishment of the inquiry

1.1. In November 1996, the Select Committee on Estimates recommended that the Government prepare a draft asset management policy for review by the Public Accounts Committee.¹

1.2. Subsequently, a draft asset management strategy, *Asset Management Strategy and Framework and Guidelines for Asset Management*, was developed by the Office of Financial Management (OFM) and presented to the Assembly by the Chief Minister on 27 February 1997.

1.3. On 27 February 1997, on the motion of Mr Whitecross, the Assembly referred to the committee for inquiry and report the draft asset management strategy and framework and guidelines for asset management..

Inquiry process

1.4. The committee sought community feedback on the draft strategy issue by contacting numerous organisations and by advertising for submissions. Seven written submissions were received. (see Appendix A)

1.5. The committee was briefed by the OFM on the draft asset management strategy. The committee also conducted a public hearing on Wednesday 30 April and representatives of three organisations (including OFM) provided evidence. (see Appendix A)

2. THE DRAFT ASSET MANAGEMENT STRATEGY

2.1. The draft asset management strategy provides a framework or blueprint intended to facilitate asset management by ACT Government departments and agencies. It includes a philosophical framework, objectives and principles which are linked to key service delivery areas and asset groupings, and guidelines for managing major property and infrastructure assets.

¹ Estimates Committee 1996/97, *Report on the Appropriation Bill 1996/97*.

Consultation on the draft strategy

2.2. OFM developed the draft asset management strategy in late 1996. In presenting the draft to the Assembly, the Chief Minister advised that it was developed as a basis for consultation and that the Government was keen to obtain community input.

2.3. In March 1997 OFM sought comment on the draft strategy from a range of community and business organisations. OFM advised the committee that to date they had received input from four organisations. These submissions have been included as submissions for the purpose of this inquiry.

Financial management reforms

2.4. The financial management reforms enshrined in the *Financial Management Act 1996* established key principles which are relevant to asset management in the ACT public service. These reforms include introduction of accrual accounting, separate identification of the Government's ownership and purchaser interests, separation where appropriate of purchaser and provider roles, separate identification of assets controlled by agencies or held on behalf of the Territory and services oriented to the customer rather than to the provider. These reforms are stated to be based on principles of enhanced disclosure, transparency and accountability and improved quality of management decision making, including a more rational approach to asset management.²

Structure of the strategy document

2.5. The draft strategy includes a summary, a discussion of whole-of-government key strategic issues, a breakdown of asset-related issues by service area and by type of asset (eg heritage assets, environmental assets), a framework with specific guidelines for asset management and appendices with detailed guidelines for use by departments and agencies.

2.6. The appendix to the strategy document sets out the major changes in the guidelines between current and past practices and proposed future arrangements and includes an implementation plan, a cost-benefit analysis, asset register, property register, condition audits, asset maintenance standards, asset maintenance plan, asset re-use and disposal approval plan and an office accommodation strategy.

Philosophical framework and principles

2.7. The philosophical framework underpinning the strategy is based on principles of enhanced disclosure, greater transparency and accountability, improved quality of

² ACT Government, *Asset Management Strategy and Framework and Guidelines for Asset Management*, pp1-2.

decision-making, greater links between asset management and service delivery and a more cost-effective use of public resources.

2.8. The guiding principles underpinning the draft strategy are³:

- asset management should not drive government policy but should be determined by government and community objectives;
- service delivery needs should guide asset practices and decisions;
- asset management should be integrated with corporate plans and reporting processes with asset decisions to be based on evaluation of alternatives and full cycle costs etc;
- accountability and reporting requirements should be coordinated at a whole-of-government level;
- specific accountability should be established for asset condition, use and performance;
- ownership and disposal decisions should be aimed at achieving best available net return within a framework of fair trading, efficient effective and equitable service delivery and acceptable risk.

2.9. Asset management is seen as one component of overall strategic management along with financial strategies, human resource strategies and technology strategies.

2.10. The key objectives of asset management identified by the OFM are⁴:

- optimal use of assets;
- asset stocks to provide effective support for service delivery objectives;
- improved accountability for asset holdings;
- maintenance of assets at levels appropriate to their use and life cycle costs;
- upgraded quantitative and qualitative measure of asset utilisation, setting utilisation targets based on efficiency and effectiveness;
- establishment of a revised framework and guidelines for managing major property and infrastructure assets;
- promotion of cultural change to support systematic application of sound asset management practices.

Specific guidelines

2.11. The draft provides the following guidelines for agencies⁵:

- all property and infrastructure assets over a value of \$0.1m should be considered within a whole-of-government context;
- future reporting on assets should distinguish between property, infrastructure and plant and equipment;

³ *ibid* pp5-6.

⁴ *ibid*, pp 4-5.

⁵ *ibid*, pp vi-vii.

- all new investment proposals over \$0.25m should be supported by a full business case analysis and include cost benefit and value management analysis, full life cycle costing and comparative performance information,
- non-asset solutions should be considered to achieve effective service delivery,
- whole-of-life costings should be adopted in assessment of proposals (rather than the current 5 year cycle costings),
- investment appraisals should fully identify inherent risks associated with ownership and maintenance of assets,
- decisions on asset investments should be aimed at improving the service/delivery asset relationship (ie achieve the same service capacity with less investment), increase service capacity with the same level of investment, increase service capacity to a greater proportionate degree than the increase in investment and increase service capacity with reduced investment,
- utilisation data and other non-financial performance measures should be developed and incorporated into internal and external reporting arrangements;

Reporting/accountability arrangements

2.12. The draft proposes that asset maintenance, operation and planning will be standardised across the general government sector, and include regular programs of condition audits. Asset management plans will be incorporated into agencies' strategic and business planning cycles.

2.13. The draft proposes that asset management plans be incorporated in Ownership Agreements from 1997/98. These plans are to include strategies in the key management areas of office accommodation, asset maintenance, performance data and other technical information, capital works program and assets identified for re-use and/or disposal.⁶

The territory's assets

2.14. The Territory's assets were valued at \$9bn as at 30 June 1996, (including land and buildings at \$2.9bn, infrastructure at \$3.4bn, plant and equipment at \$1.6bn). The Territory's net asset position as at 30 June 1996 was \$7bn comprising \$4.4bn for the general government sector and \$2.6bn for public trading enterprises.⁷

2.15. On a per capita net asset basis the Territory's assets are valued at \$23,000 compared with \$15,000 for Queensland, \$11,500 for NSW, \$6,200 for South Australia, \$11,900 for Western Australia and \$1,400 for Victoria.⁸ However the strategy notes there are few relevant benchmarks for assessing optimal balance sheet structures and performance at either whole-of-government or agency level.⁹

⁶ *ibid*, pvii.

⁷ *ibid*, p8

⁸ Submission 6, Attachment B.

⁹ ACT Government, *Asset Management Strategy* (op cit) p9.

2.16. The draft strategy notes that net assets are expected to decline by \$230m per year.¹⁰ This is because liabilities are expected to increase by approximately 10% (reflecting the rapid increase in superannuation liabilities) and assets to decline by approximately 0.6% per year (reflecting the offsetting impacts of new investment, disposals, depreciation and valuation changes).

3. CONSIDERATION OF THE ISSUES

Community feedback

3.1. Feedback to the committee from community and business organisations on the draft strategy was generally positive with all supporting the need for an asset management strategy.

3.2. The ACT & Region Chamber of Commerce and Industry Ltd welcomed the development of a strategy which seeks to improve disclosure and accountability, leading to a more efficient and cost effective utilisation of ACT community resources. The Chamber also reinforced the importance of Government taking into account the impact on business when making decisions. In its view, the principles and objectives established for asset management were appropriate and would ensure a more rigorous approach to the utilisation of the community's resources.¹¹

3.3. The Chamber did raise concerns¹² about past situations of oversupply of property on the market caused by either lack of planning or by government demands for revenue. The Chamber welcomed the draft strategy as a means of addressing these problems through increased accountability, and a more sustainable, output driven approach which would integrate decision-making.

3.4. The Canberra Business Council submitted that asset decisions should not put at risk the Territory's low debt position at self-government and should be aimed at maintaining the Territory's AAA rating.

3.5. The Council supported asset management proposals being considered on a full commercial business basis and advised that a specific focus and priority should be in those areas where high asset levels were invested by the Commonwealth and may not be sustainable in the longer term in the Territory. (eg housing, community services, education and health)¹³

3.6. The ACT Council for Social Service (ACTCOSS) also welcomed the draft strategy noting that major strides in the direction of identifying the strategic approach had been made in the present draft.¹⁴ However, ACTCOSS also identified the following deficiencies:

¹⁰ *ibid* pp8-9.

¹¹ Submission 2

¹² Transcript, p17

¹³ Submission 3

¹⁴ Submission 4

- the absence of a recognised role for social equity akin to the role envisaged for environmental and heritage issues;
- the failure to distinguish between intrinsic and extrinsic importance of assets;
- inadequate recognition that public ownership of assets (especially land-based assets) involved opportunities and not just risks;
- lack of even handedness in considering the advantages of public ownership of major assets;
- inadequate recognition of the practical importance of the statements of key principles and objectives;
- a failure to recognise that governments are custodians and managers of assets on behalf of the community and not themselves the owners;
- the need for discussion on the viability of establishing a statutory role of Assets Registrar.

Strategic focus

3.7. The ACT Council of Parents & Citizens Associations stated that the focus of the document was on outputs in accordance with the financial management improvement reforms but that there were no explicit links to the higher level outcomes the Government wished to achieve, other than the indirect link through outputs to outcomes. The Council advised that the lack of explicit links to outcomes could lead to a fragmentation of the proposed whole-of-government Asset Management Strategy amongst individual agency or sub-agency output items.¹⁵

3.8. The Council also noted that an opportunity seemed to have been lost in not linking the proposed Asset Management Strategy to a wider vision and to the foreshadowed ACT Strategic Plan.¹⁶

3.9. The committee agrees that linking the asset management strategy to more explicit community goals is desirable. However this process may not be sufficient in ensuring that asset management is integrated in all levels of strategic planning in the ACT.

3.10. The committee agrees that asset management should be linked to the ACT Strategic Plan. The Plan was, of course, debated but not adopted by the Assembly following its presentation to the Assembly in December 1996. At that time, the Assembly was concerned that the Plan did not have sufficient regard for the needs of the community over the needs of business. The committee understands that the principles of the Plan are currently being reviewed by the Government with a view to advancing the Plan process.

3.11. In the committee's view, linkage of the ACT Strategic Plan to the asset management strategy cannot be assessed until a revised Strategic Plan is developed.

¹⁵ Submission 7

¹⁶ *ibid*

Improved accountability and disclosure

3.12. OFM advised the committee that to its knowledge no other Australian jurisdiction provided the high level of disclosure and accountability on asset management that is proposed in the draft asset management strategy.¹⁷

3.13. OFM advised that the strategy places a key focus on service delivery and sustainability (driven by long term service needs) and moves away from treating assets (particularly property assets) as surplus.¹⁸ OFM advised it is very rare that an asset cannot be re-used for different purposes and emphasised the need for more integration in decision-making in areas such as environmental, social and distributional issues and commitment to make the Government's responsibility for assets visible rather than hidden.

Environmental and heritage issues

3.14. The committee noted the recognition given in the draft asset management strategy to environmental issues in relation to asset management. The Conservation Council of the South-East Region and Canberra advised that it was heartened by commentary on environmental evaluation and environmental assets¹⁹, ACTCOSS welcomed the recognition given to the fundamental role of environmental and heritage considerations²⁰ and the ACT Council of Parents and Citizens Associations regarded the environmental sub-section favourably.²¹

3.15. The Conservation Council of the South-East Region and Canberra advised the Committee that national and international progress on environmental and heritage issues is slow and if the ACT established a workable model for the environmental accounting of assets it would be at the forefront of best practice in Australia.²²

3.16. The Conservation Council²³ specifically supported:

- consideration of non-asset alternatives to the purchase of new assets (eg noting that the adoption of demand management practices on water consumption had helped reduce the need for an additional dam in the ACT);
- incorporation of non-financial performance measures into internal and external reporting requirements which will assist energy management;
- asset maintenance requirements which will improve the life of assets, and reduce energy demands and waste outputs.

¹⁷ Transcript p1

¹⁸ *ibid*

¹⁹ Submission 1

²⁰ Submission 4

²¹ Submission 7

²² Submission 1

²³ *ibid*.

3.17. The issue of how to value assets was raised by the Conservation Council as a key factor in the recognition of environmental assets. The Council noted that without a value an item cannot be recognised in the ACT's financial statements. The Council recommended against valuing each environmental asset at a nominal amount as has been done by the NSW Government.²⁴

3.18. The Conservation Council further advised that in conventional financial analysis of a project there is a danger that the effects on the environment will be ignored unless they have obvious costs or savings in money terms which impact on the project and further advised that many environmental effects do not have a price but that does not mean they do not have value and that decision-making in relation to asset management should take into account environmental values.²⁵

3.19. The Council also suggested that ACT financial statement reporting guidelines require disclosure of all environmental assets for which a financial value is not able to be disclosed.²⁶

3.20. ACTCOSS proposed that the strategy emphasise the distinction between assets of intrinsic and extrinsic importance as a means of helping decide whether assets are important and whether they have value. An asset of intrinsic importance is where the asset itself is of considerable value and not just the public purposes it accommodates; it is that precise asset in that precise location and those precise characteristics which are intrinsic to the value of that asset. The classic examples of assets of intrinsic importance are heritage areas (both buildings and ecosystems). An asset of extrinsic importance is where the utility of the asset is not dependent on what it is or where it is, but on the fact that it exists somewhere and fulfils a purpose which should be fulfilled; it does not really matter whether it is done from that site or that building, or another site and another building.²⁷

3.21. ACTCOSS emphasised that knowing whether an asset is of intrinsic or extrinsic importance is most fundamental thing to be recorded on the asset register.²⁸

Social equity values

3.22. ACTCOSS raised concerns that the strategy lacked a recognised role for social equity considerations and argued that the equity issue deserved the same emphasis as the role envisaged for environmental and heritage issues.²⁹

3.23. However OFM stated that the asset strategy took account of social and distributional issues as core issues and are not just added on as afterthoughts.³⁰

²⁴ *ibid.*

²⁵ *ibid.*

²⁶ *ibid.*

²⁷ Submission 4 and Transcript pp20-21

²⁸ Submission 4

²⁹ *ibid.*

³⁰ Transcript p2

3.24. The committee concurred that the emphasis in the strategy on social equity is not as great as the coverage of environmental and heritage considerations and that there should be a greater emphasis on social equity issues in the strategy.

3.25. However, the committee is of the view that social and distributional issues cannot be properly considered unless they are given explicit emphasis in the asset management strategy so that the underlying assumptions can be evaluated and tested.

Public ownership

3.26. There was a view within the committee and others³¹ that the strategy contains a bias against public ownership. The committee recognised that the strategy explicitly states there is no presumption in favour of either public or private ownership and that the strategy proposes ownership issues be addressed on their merits on a case-by-case basis.³² However, most committee members consider that the strategy is characterised by a lack of even handedness when considering the advantages of public ownership of major assets. The current draft of the strategy appears to give too much emphasis to the risks of public ownership at the expense of non-financial policy justifications for public ownership of assets.

3.27. OFM put the view that the strategy rather than being biased against public ownership, challenged assumptions prevalent in the past that only public ownership can provide effective service delivery.³³

3.28. While the committee acknowledges the value of setting down criteria to evaluate the presumptions sometimes prevalent in favour of public ownership, it also notes countervailing presumptions against public ownership extant in public sector thinking and believes these assumptions also need to be challenged. A more even handed treatment of the public ownership issue would give greater emphasis to the benefits as well as the costs of public ownership and lead to better decision making.

3.29. The committee also notes a view that there can be a confusing, and sometimes contradictory use of the term "ownership" and that governments should be more cognisant that they are custodians and managers of assets on behalf of the community and not themselves the owners.³⁴

Land release

3.30. The committee examined the issue of land release in the context of the asset management strategies proposed in the draft. There have been recent releases of land in the depressed market and the committee was interested in the short term and long term implications of such arrangements. There was a view within the committee that

³¹ eg ACTCOSS

³² ACT Government, *Asset Management Strategy* (op cit), pv.

³³ Transcript pp3-4

³⁴ Submission 4

some land sales were short term revenue raising exercises, and inconsistent with the principles contained in the draft strategy.

Utilisation of office space

3.31. The draft strategy identified some 38,000 square metres of under utilised office space in the ACT. The committee was concerned that any reduction by the Government to its commitment to office space in the current economic environment could have adverse implications for investor confidence and the local economy.

3.32. The committee was advised that most of the major lease expirations are not due until 1999-2002 and the OFM considered that the long time frame allowed for planning to balance trade-offs in terms of rent levels, cost levels and possible incentives by property owners to encourage government tenants.

3.33. The committee considers that care needs to be taken not to exacerbate problems already being experienced in the commercial property market, particularly in view of the reduction in demand for office accommodation by the Commonwealth. In this regard, the committee notes the Government's commitment to reducing its office accommodation needs by the year 2002 and urges a more flexible approach to ensure that adverse consequences do not result.

Central agency monitoring

3.34. ACTCOSS was put to the committee that the sophisticated asset registers envisaged in the strategy may warrant a formally-recognised statutory role of Assets Registrar,³⁵ although the committee notes that at the time of its public hearings most agencies had not undertaken or completed asset inventories.

3.35. The committee sees some merit in the ACTCOSS proposal, and considers there is a role for some central oversight of this process by OFM or another appropriately constituted body.

Evaluation

3.36. The committee noted that OFM had not received any feedback from departments and agencies on the draft strategy. The committee identified the need for a mechanism to facilitate feedback from departments and agencies on the practical usefulness of the draft strategy during the early stages of implementation.

3.37. The committee supports a view put to it that the Strategy itself should be subject to review and the committee agreed that a formal evaluation would be most usefully conducted twelve months after implementation.³⁶

³⁵ *ibid*

³⁶ Submission 7

Layout/structure of the document

3.38 The ACT Council of Parents & Citizens Associations suggested that social equity, locational, distributional and inter-generational issues, environmental issues generally, and heritage issues, should be given the correct prominence by including them in the principles governing the strategy and be appropriately reflected in the Summary and Objectives on earlier pages.³⁷ The committee supports this view.

3.39 ACTCOSS argued that the early part of the strategy document needed a more balanced tone to reflect the more comprehensive discussion later in the document. ACTCOSS provided some suggested words for this section and the committee has referred these suggestions to OFM and supports their incorporation in the next draft.

3.40 The committee considers there is a need for clarification and simplification of the summary and overview sections of the strategy document and that the document as a whole could be more user-friendly.

4. CONCLUSIONS

4.1 The committee welcomes the draft asset management strategy as a first step towards a comprehensive and detailed plan for the management of ACT publicly owned assets. The committee endorses the goals of disclosure and improved accountability leading to higher quality decisions in relation to asset management.

4.2 The committee welcomes the attention to environmental and heritage issues and the recognition of non-financial factors in asset management.

4.3 The committee accepts that the strategy has the potential to be at the forefront of best practice in Australia especially if it establishes a workable model for the environmental accounting of assets.

4.4 While the committee notes the potential of the strategy to guide agencies in the prudent management of the Territory's assets, it considers there is scope for some further work to ensure that the strategy becomes, in the final form, a document which is totally relevant to the public administration of the ACT.

4.5 Most committee members agree with the view that the draft strategy could give more emphasis to social equity issues and to potential positive opportunities (perhaps not necessarily financial) which could be derived from public ownership. Accordingly most committee members consider that OFM should consult further with the relevant community organisations on social equity and social indicators and incorporate greater emphasis on these matters into the final draft of the strategy.

³⁷ *ibid*

4.6. The committee has concerns about the release of land in the currently depressed market and both the short and long term implications of such releases especially where they appear to be inconsistent with the principles contained in the draft strategy.

4.7. The committee also considers that the strategy should give greater recognition to the concept of governments as custodians of public assets, rather than as owners.

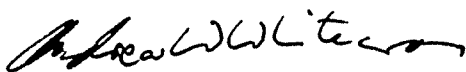
4.8. While the committee recognises the efforts made by OFM to consult widely within the ACT community at all levels on the draft strategy it was advised OFM had received very little feedback to date. This is possibly because the strategy is still an abstract document and more interest may be generated once specific asset-related issues arise

4.9. Monitoring and evaluation will be important as the asset strategy is implemented. The committee would like to see an evaluation undertaken of the draft asset strategy after it has been in place for twelve months. As part of this evaluation representatives of key departments and agencies should be invited to evaluate practical usefulness of the strategy.

5. RECOMMENDATIONS

5.1. The committee recommends that the Government:

- (i) give greater recognition in the asset management strategy to the potential benefits and opportunities associated with public ownership of assets,**
- (ii) provide greater emphasis and information in the asset management strategy on social equity, similar to the examination of environmental implications in the decision-making process of asset management,**
- (iii) restructure the asset management strategy document to ensure that it is readily understandable both by agencies and the wider community;**
- (iv) monitor the usefulness, practicality and effectiveness of the asset management strategy over twelve months after its implementation and report to the Assembly after that time on the effectiveness of the strategy in the management of the ACT's public assets; and**
- (v) report in the budget papers on progress with implementation of the asset management strategy.**



Andrew Whitecross MLA
Chair

DISSENTING COMMENT

By

Mrs L Littlewood MLA

Public ownership

I disagree with the thrust of most of the material in the section covered by paragraphs 3.26 to 3.29 of the report. I consider there is a degree of contradiction between the draft strategy presumption of no favour toward public or private ownership and the view of most members of the committee that the strategy lacks even handedness when considering the advantages of public ownership of major assets. I disagree with the statement in paragraph 3.26 that the strategy appears to give too much emphasis to the risks of public ownership at the expense of non-financial policy justifications for public ownership of assets.

I disagree with the statement in paragraph 3.28 that a more even handed treatment of the public ownership issue would give greater emphasis to the benefits as well as the costs of public ownership and lead to better decision making. This is merely a reflection of Labor Party and Greens Party ideology.

Land release

I disagree with the statement in paragraph 3.30 that some land sales were short term revenue raising exercises, and inconsistent with the principles contained in the draft strategy. Land sales have, in fact, been dramatically reduced. Further, land sales as short term revenue raising exercises were done by the previous Government.

Conclusions

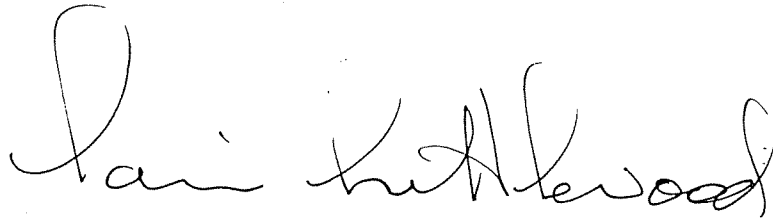
I disagree with the thrust of paragraph 4.5 to the effect that the draft strategy could give more emphasis to social equity issues and to potential positive opportunities (perhaps not necessarily financial) which could be derived from public ownership and that there should be further consultation with the relevant community organisations on social equity and social indicators and greater emphasis on these matters incorporated into the final draft of the strategy. In my opinion there needs to be a properly researched basis for this assertion.

Recommendation

For reasons given above in this dissent, I disagree with the recommendation in paragraph 5.1 (I) that the Government give greater recognition in the asset management strategy to the potential benefits and opportunities associated with public ownership of assets.

Conclusion

I congratulate the Government for taking the initiative on assets management as this matter has not been addressed by previous governments.

A handwritten signature in cursive script that reads "Louise Littlewood". The signature is written in black ink and is positioned above the printed name.

Louise Littlewood MLA

APPENDIX A

Written Submissions

1. Conservation Council of South-East Region and Canberra
2. ACT & Region Chamber of Commerce and Industry
3. Canberra Business Council Inc
4. ACT Council of Social Service (ACTCOSS)
5. The Ethnic Communities Council of the ACT Inc
6. Office of Financial Management?
7. ACT Council of Parents and Citizens Associations Inc.

Public Hearing Held on 30 April 1997

1. Mr Neil Morgan
Mr Steve Finn
Mr John Lawler
Office of Financial Management (Chief Ministers Department)
2. Mr Paul Monagle
ACT & Region Chamber of Commerce and Industry
3. Mr Graeme Evans
ACTCOSS

