

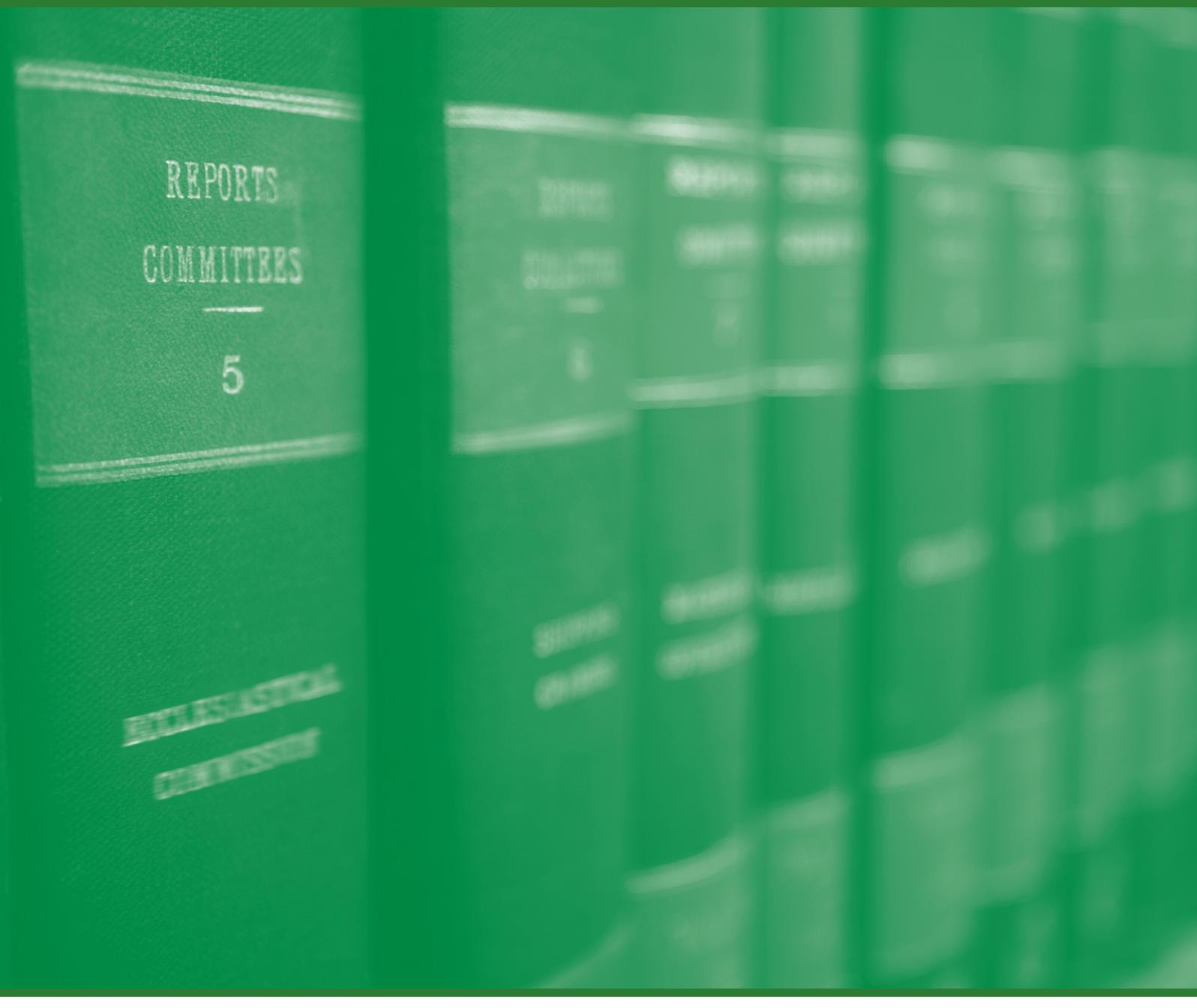


LEGISLATIVE ASSEMBLY OF NEW SOUTH WALES

PUBLIC ACCOUNTS COMMITTEE

REPORT 21/55 – NOVEMBER 2014

REPORT OF THE PUBLIC ACCOUNTS COMMITTEE OF THE 55TH PARLIAMENT





LEGISLATIVE ASSEMBLY

PUBLIC ACCOUNTS COMMITTEE

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The motto of the coat of arms for the state of New South Wales is “Orta recens quam pura nites”. It is written in Latin and means “newly risen, how brightly you shine”.

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Membership

CHAIR	Mr Jonathan O’Dea MP, Member for Davidson
DEPUTY CHAIR	Dr Geoff Lee MP, Member for Parramatta
MEMBERS	Mr Bart Bassett MP, Member for Londonderry (until 17 September 2014) Mr Michael Daley MP, Member for Maroubra Mr Greg Piper MP, Member for Lake Macquarie (from 21 March 2013) Mrs Roza Sage MP, Member for Blue Mountains (from 17 September 2014) The Hon Richard Torbay MP, Member for Northern Tablelands (until 20 March 2013) Mr John Williams MP, Member for Murray-Darling
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Chair's Foreword

It is my privilege to present this Report on the activities of the Public Accounts Committee in this, the 55th Parliament of the State of New South Wales.

The Public Accounts Committee has been the most active and productive committee of the Parliament. It received 244 submissions, conducted 14 public hearings, took evidence from 174 witnesses, and tabled 21 reports. These reports address a diverse range of issues, from energy generation to tenancy management in social housing. The Committee has made 241 recommendations: these recommendations cover the gamut of Government services in NSW, proposing measures to make Government more efficient and transparent.

Flexibility is one of the strengths of the Westminster system and indeed, 'Adapting to a changing environment' was the theme of the conference of the Australasian Council of Public Accounts Committees that the Committee hosted at the NSW Parliament in 2013. This conference was one of the highlights of the Committee's work in this Parliament.

The Public Accounts Committee has a long and honourable tradition of scrutinising the Government expenditure. The NSW Parliament's Public Accounts Committee has been appointed in every Parliament since 1906. Its work has changed enormously in that time, with an independent Auditor-General now scrutinising state sector accounts. Nonetheless, the Committee retains important roles, following up on recommendations made by the Auditor-General, undertaking other inquiries, advocating for public sector financial accountability and overseeing financial overseers (the Audit Office and Parliamentary Budget Office).

In order to better support its substantial role, the Committee needs a dedicated secretariat. The Committee has made a number of recommendations designed to increase the effectiveness both of this Committee and other committees of the Assembly. The Committee has also made a number of recommendations that address both the role and functions of the Auditor-General. Advocating for improvements to public sector accountability is part of the Committee's role, and the Committee has repeatedly advocated for the Auditor-General to be provided with powers to 'follow the money' and audit those programs delivered by local government and non-government organisations using funds provided through the State Government. The Government's delay in properly responding has been disappointing.

In tabling this Report, I would like to thank my fellow Committee members: Deputy Chair Dr Geoff Lee, Mr Michael Daley, Mr Greg Piper, Mrs Roza Sage and Mr John Williams, as well as former members Mr Bart Bassett and the Hon Richard Torbay. The Committee's deliberations have been collaborative and constructive, reflecting the best traditions of the Parliament. We have also demonstrated innovation with initiatives such as the citizens' jury process, the Committee's forum on infrastructure planning, and proposals for reforms to the role of the Auditor-General.

I thank the parliamentary staff who have provided procedural advice and secretariat support during this Parliament. Without their professional and diligent support, the Committee would have been unable to achieve as much as it has. Numerous staff members have provided support to the Committee, but I would particularly like to acknowledge Abigail Groves and John Miller for providing outstanding service over a sustained period.


Jonathan O'Dea
Chair

List of Recommendations

- RECOMMENDATION 1 _____ 7
 The Committee recommends that the Treasurer introduce legislation to amend the *Public Finance and Audit Act 1983* to provide the Audit Office with powers to audit functions performed by entities on behalf of the State, including private contractors, non-government organisations and local government, as a matter of priority for the 56th Parliament.
- RECOMMENDATION 2 _____ 8
 The Committee recommends that in the next Parliament, the Government consider appointing the Deputy or Assistant Speaker of the Assembly as Chair of the Public Accounts Committee.
- RECOMMENDATION 3 _____ 8
 The Committee recommends that, if the Deputy or Assistant Speaker is not the Chair of the Public Accounts Committee, the role of Chair of the Public Accounts Committee should be remunerated at the same level as a Parliamentary Secretary.
- RECOMMENDATION 4 _____ 8
 The Committee recommends that after the start of each Parliament, a committee of Chairs be formed, to promote communication and coordination between committees of the Assembly.
- RECOMMENDATION 5 _____ 8
 The Committee recommends that in the 56th Parliament, a dedicated Public Accounts Committee secretariat be established, headed by a permanent Director.
- RECOMMENDATION 6 _____ 20
 The Committee recommends that the period for Government responses to committee reports be reduced to three months from the current six months.
- RECOMMENDATION 7 _____ 20
 The Committee recommends that the committee of Chairs proposed in Recommendation 4 consider mechanisms to follow up committee reports and examine what action Government agencies have taken to implement recommendations.

Chapter One – Introduction

- 1.1 The Public Accounts Committee was appointed on 23 June 2011 and sat for the life of the 55th Parliament. It was the most productive committee in the Legislative Assembly, and in total 21 reports of the Public Accounts Committee were tabled. The purpose of this report is to review the work of the Committee in this Parliament and also to draw to the attention of the Assembly the Committee's reflections on this work.
- 1.2 In this Parliament, the Committee met every week when the House was sitting, conducting a total of 89 meetings between June 2011 and November 2014. In its inquiries, the Committee held 14 public hearings and took evidence from 174 witnesses (all witnesses are listed at Appendix Four). The Committee also conducted four visits of inspection.
- 1.3 Chapter Two considers the functions of the Committee. While the Committee has powers as a committee of the Assembly, it also has powers under the *Public Finance and Audit Act 1983* and, more recently, the *Parliamentary Budget Officer Act 2010*.
- 1.4 Chapter Three summarises the work that the Committee did in exercising its statutory functions. The Committee tabled its predecessor Committee's Report on the conduct of the 2009 review of the Audit Office, as well as commissioning a review in 2013. It also conducted, on a rolling cycle, examinations of the Auditor-General's performance audit reports and repeat recommendations from his financial audit reports.
- 1.5 Chapter Four canvasses the reports that the Committee initiated. Three of these were the product of self-referred inquiries, while two were reports arising from events that the Committee conducted. The Committee also issued a report endorsing its predecessor Committee's recommendations.
- 1.6 Chapter Five summarises inquiries that were referred to the Committee by Ministers. In 2012, the Committee conducted a major Inquiry into the Economics of Energy Generation, and in 2013 it conducted a related inquiry into cogeneration and trigeneration in NSW.
- 1.7 Finally, Chapter Six details the Committee's liaison work. The Committee was particularly active in this area, conducting the biennial conference of the Australasian Council of Public Accounts Committees. It received numerous delegations and study tours, both from within Australia and from overseas. The Chair also represented the Committee at a number of key events and presented papers on issues relating to governance and public sector accountability.

Chapter Two – Functions of the Committee

- 2.1 The Public Accounts Committee is the oldest committee of the NSW Parliament, being first appointed in 1902 and re-appointed in every Parliament since. The Committee comprises six members of the Legislative Assembly.
- 2.2 In broad terms, the role of the Public Accounts Committee is to scrutinise the actions of the Executive on behalf of the Legislative Assembly. The Committee has statutory responsibilities under the *Public Finance and Audit Act 1983* and the *Parliamentary Budget Officer Act 2010*, and these are detailed in this chapter.

Membership of the Committee

- 2.3 Following the State general election on 24 March 2011, the Committee was re-established by a resolution of the Legislative Assembly on 22 June 2011. Mr Jonathan O’Dea MP was appointed Chair, Dr Geoffrey Lee MP Deputy Chair, and Mr Bart Bassett MP, Mr Michael Daley MP, the Hon Richard Torbay MP and Mr John Williams MP were appointed as members.
- 2.4 Mr Greg Piper MP was appointed to the Committee following the discharge of the Hon Richard Torbay MP on 23 March 2013, and Mrs Roza Sage MP joined the Committee following the discharge of Mr Bart Bassett MP on 17 September 2014.

Staff

- 2.5 The Committee is supported by staff from the Legislative Assembly Committees Office, which provides procedural advice and secretariat services to Legislative Assembly committees and joint committees administered by the Assembly. The Committees Office operates on a flexible staffing model and staff members are allocated on a needs basis. As a result, a number of different staff members assisted the Committee during the life of the Parliament. These staff members are named in Appendix Three.

The Public Finance and Audit Act 1983

- 2.6 The Public Accounts Committee has responsibilities under Part 4 of the *Public Finance and Audit Act 1983* (the Act) to inquire into and report on issues connected with the Total State Sector Accounts and the accounts of the State’s authorities.
- 2.7 Section 57 (1) of the Act sets out the Committee’s functions. These functions are replicated for State owned corporations under section 28 of the *State Owned Corporations Act 1989*. Section 57 (1) reads as follows:

(1) The functions of the Committee are:

- (a) to examine the consolidated financial statements and general government sector financial statements transmitted to the Legislative Assembly by the Treasurer,

(b) to examine the financial reports of authorities of the State, being financial reports that have been:

- (i) audited by the Auditor-General or an auditor appointed under section 47 (1), or
- (ii) laid before the Legislative Assembly by a Minister of the Crown,

(c) to examine the opinion or any report of the Auditor-General transmitted with the consolidated financial statements and general government sector financial statements or laid before the Legislative Assembly with the financial report of an authority of the State (including any documents annexed or appended to any such opinion or report),

(c1) to examine any report of the Auditor-General laid before the Legislative Assembly,

(d) to report to the Legislative Assembly from time to time upon any item in, or any circumstances connected with, those financial reports, reports or documents which the Committee considers ought to be brought to the notice of the Legislative Assembly,

(e) to report to the Legislative Assembly from time to time any alteration which the Committee thinks desirable in the form of those financial reports or in the method of keeping them or in the method of receipt, expenditure or control of money relating to those financial reports,

(f) to inquire into, and report to the Legislative Assembly upon, any question in connection with those financial reports which is referred to it by the Legislative Assembly, a Minister of the Crown or the Auditor-General, and

(g) to inquire into expenditure by a Minister of the Crown made without Parliamentary sanction or appropriation or otherwise than in accordance with the provisions of this Act or any other Act and report to the Legislative Assembly from time to time upon any matter connected with that expenditure which the Committee considers ought to be brought to the notice of the Legislative Assembly.

(2) The functions of the Committee extend to an examination of, inquiry into or report upon a matter of Government policy if and only if the matter has been specifically referred to the Committee under subsection (1) (f) by the Legislative Assembly or a Minister of the Crown.

(3) The functions of the Committee do not extend to an examination of, inquiry into or report upon the estimates of any proposed expenditure by the State or by an authority of the State.

(4) If, at the time at which the Committee seeks to report to the Legislative Assembly in accordance with subsection (1), the Legislative Assembly is not

PUBLIC ACCOUNTS COMMITTEE
FUNCTIONS OF THE COMMITTEE

sitting, the Committee shall present its report to the Clerk of the Legislative Assembly to be dealt with in accordance with section 63C.

- 2.8 In practice, the Committee's role of examining the total state sector accounts is performed in large part by the Auditor-General. The Auditor-General is an independent statutory officer who examines the financial statements of all NSW Government agencies. The Auditor-General also conducts performance audits of government programs, to assess whether public monies are being spent efficiently and effectively.
- 2.9 The Committee exercises its powers by following up recommendations made by the Auditor-General. This process is discussed in more detail in Chapter Three. The Committee also has certain statutory functions in relation to the Auditor-General. Section 48 of the Act requires the Committee to commission regular reviews of the Audit Office of NSW, to ensure that the audits conducted by the Auditor-General comply with professional accounting standards. The Committee also has power to veto the appointment of an Auditor-General.
- 2.10 In addition, the Committee also conducts inquiries. Inquiries may be referred to the Committee by the Legislative Assembly, Ministers, or the Auditor-General. The Committee received two referrals from Ministers during this Parliament, and these inquiries are discussed in more detail in Chapter Five. The Committee can also initiate its own inquiries, and it initiated several such inquiries during the 55th Parliament. These are discussed in more detail in Chapter Four.

Reforms during the 55th Parliament

- 2.11 In September 2011, the NSW Financial Audit (the 'Lambert Report') made a number of recommendations relating to the Auditor-General and the Public Accounts Committee. These were designed to enhance their role and effectiveness, and also promote accountability.
- 2.12 In relation to the Auditor-General, the Audit recommended the following changes:
- increasing the powers of the Auditor-General to access Cabinet documents,
 - providing the Auditor-General with explicit power to undertake compliance audits,
 - expanding the Auditor-General's role in the audit of entities not directly controlled by a statutory body, department or minister,
 - empowering the Auditor-General to audit the Legislature,
 - permitting the Auditor-General to choose not to audit dormant agencies,
 - requiring the Auditor-General to comply with Australian Accounting Standards,
 - making the Auditor-General directly accountable to the Public Accounts Committee,

- requiring the Auditor-General to include agency comments in any report to Parliament,
- requiring the review of the Audit Office to be provided directly to the PAC rather than the Auditor-General for passing on to the PAC, and
- reducing the number of days that an agency has to respond to a performance audit report.

2.13 These recommendations relate to the functions and powers of the Auditor-General and the Committee under the *Public Finance and Audit Act 1983*, and implementation would require amendment of the Act. In some cases, the proposed change is minor. For example, the Legislature currently invites the Auditor-General to audit its financial statements, whereas the Audit recommended that this become a formal requirement. Others, such as expanding the Auditor-General's role in the audit of entities not directly controlled by the State Government, are more significant.

2.14 In relation to the Public Accounts Committee, the Audit recommended increasing the Committee's role and effectiveness by:

- reviewing the structure and membership of the Committee,
- making the Auditor-General directly accountable to the PAC,
- strengthening procedures for government responses to the PAC's recommendations,
- enhancing the PAC's capabilities, and
- improving the PAC performance reporting process.¹

2.15 These recommendations have yet to be implemented, although the Government foreshadowed its intention to implement some of them in discussions with the Committee. However, in 2012 the *Public Finance and Audit Act 1983* was amended to change the requirement for review of the Audit Office to be conducted every four years rather than every three years.

Review of the Audit Office

2.16 The *Public Finance and Audit Act 1983* (s 48s) requires that a review of the Auditor-General's Office be conducted at least once every four years. The purpose of the review is to examine the auditing practices and standards of the Auditor-General to determine the level of compliance with recognised professional auditing practices and standards, as well as any legislative requirements. The Committee tabled the review conducted in 2009 and commissioned another review in 2013. These are discussed in more detail in the chapter that follows.

¹ NSW Treasury, 'NSW Financial Audit 2011', September 2011, p28.

The Parliamentary Budget Officer Act 2010

2.17 The *Parliamentary Budget Officer Act 2010* provides for the establishment of a Parliamentary Budget Office in NSW. The Parliamentary Budget Officer is an independent officer of Parliament who is appointed to scrutinise election costings provided by the major parties. The Parliamentary Budget Office first operated in the lead-up to the 2011 NSW election.

2.18 Amendments to this Act made in 2013 provide the Public Accounts Committee with a monitoring and review role in relation to the Parliamentary Budget Office. In particular, section 15 of the Act states that the PAC:

(1) may monitor and review the operations of the Parliamentary Budget Officer appointed for a State general election and report to Parliament on any matter relating to that Officer.

(2) The Parliamentary Budget Officer is to provide to the PAC a copy of the operational plan of the Parliamentary Budget Officer as soon as practicable after it is approved by the Presiding Officers.

(3) The Parliamentary Budget Officer is required to furnish a report to the PAC as soon as practicable after the State election for which he or she was appointed. The report may include recommendations on operational arrangements and activities of the Parliamentary Budget Officer in respect of future general elections.

Committee comment

2.19 The Public Accounts Committee was the most productive committee of the 55th Parliament. However, the Committee considers that its effectiveness could be enhanced through appropriate amendments to the *Public Finance and Audit Act 1983* and changes to committee arrangements.

2.20 The Committee has enjoyed an excellent working relationship with the Audit Office of NSW. However, the Committee considers that the effectiveness of the Auditor-General could be enhanced. The Committee supported the recommendations to improve the effectiveness and accountability of the Auditor-General made in the NSW Financial Audit in 2011 and considers that these should be implemented.

2.21 In particular, the Committee considers the expanding of the Auditor-General's role in the audit of entities not directly controlled by a statutory body, department or minister as a priority. The Committee has previously made recommendations to the Government to amend the *Public Finance and Audit Act 1983* to provide the Audit Office with powers to audit functions performed by entities on behalf of the State, including private contractors, non-government organisations, and local government. The Committee urges the Government to implement these recommendations without further delay.

2.22 Likewise, the Committee is disappointed that the recommendations made in its *Report on the Efficiency and Effectiveness of the Audit Office of NSW* in regard to providing the Auditor-General with specific powers to conduct compliance audits has yet to be implemented.

- 2.23 The Committee was supportive of certain proposals in the Lambert Report, such as enhancing accountability of the Auditor-General to the Committee, as well as other potential reforms, such as changing the structure of the Committee to a Joint Standing Committee. The Committee is disappointed that these reforms have yet to be properly addressed.
- 2.24 In regard to the membership of the Committee, the Committee considers that the effectiveness, impartiality and status of the Public Accounts Committee could be enhanced through increased recognition within the Parliament. While the appointment of the Chair of the Public Accounts Committee should be based on merit, the Committee recommends that the Government consider appointing as Chair the Deputy Speaker or Assistant Speaker, positions which have a special status within the Parliament.
- 2.25 The Committee notes that the requirements of the role of Public Accounts Committee member are significant. These requirements exceed those of other committees of the Assembly and are recognised through provision of an allowance which is not received by members of other committees. The Committee considers that the role of Chair of the Public Accounts Committee should also be recognised appropriately and, if the Chair is not to be the Deputy Speaker or Assistant Speaker, the role should be remunerated at the level of a Parliamentary Secretary.
- 2.26 The Committee further considers that its effectiveness could be increased through improved communication and coordination between committees. The Committee therefore urges the Speaker to convene a Committee of Chairs.
- 2.27 This Committee values the support provided by Committee staff and commends the professionalism of staff who have worked with the Public Accounts Committee in this Parliament. However, the Committee is disappointed that its work has, at times, been constrained by a lack of staff resources. The Committee was also disappointed by a lack of continuity between staff at the senior level. For example, during this Parliament five different Committee Directors have been assigned to the Committee. The Committee therefore recommends that a dedicated Public Accounts Committee secretariat be established, to which additional staff can be assigned on a needs basis. The Committee further recommends the appointment of a permanent Director of the Public Accounts Committee.
- 2.28 In this Parliament the Public Accounts Committee has enjoyed a high level of cross-party collaboration, and this collaboration has been crucial to the success of the Committee. However, the Committee notes that its first female member, Mrs Roza Sage, was appointed only in 2014. The Committee considers that it, and other committees, would benefit from greater diversity of membership. The Committee therefore urges the Government to actively consider promoting diversity in age, gender, geographic and cultural background when appointing members to committees.

RECOMMENDATION 1

The Committee recommends that the Treasurer introduce legislation to amend the *Public Finance and Audit Act 1983* to provide the Audit Office with powers

to audit functions performed by entities on behalf of the State, including private contractors, non-government organisations and local government, as a matter of priority for the 56th Parliament.

RECOMMENDATION 2

The Committee recommends that in the next Parliament, the Government consider appointing the Deputy or Assistant Speaker of the Assembly as Chair of the Public Accounts Committee.

RECOMMENDATION 3

The Committee recommends that, if the Deputy or Assistant Speaker is not the Chair of the Public Accounts Committee, the role of Chair of the Public Accounts Committee should be remunerated at the same level as a Parliamentary Secretary.

RECOMMENDATION 4

The Committee recommends that after the start of each Parliament, a committee of Chairs be formed, to promote communication and coordination between committees of the Assembly.

RECOMMENDATION 5

The Committee recommends that in the 56th Parliament, a dedicated Public Accounts Committee secretariat be established, headed by a permanent Director.

Chapter Three – The Committee's exercise of its statutory functions

Introduction

- 3.1 As explained in the previous chapter, the Committee has a number of statutory functions under the *Public Finance and Audit Act 1983*. These functions include a review of the Audit Office and examining reports tabled by the Auditor-General. This chapter details the reports tabled by the Committee as a result of the exercise of its statutory functions.

REVIEW OF THE AUDIT OFFICE

- 3.2 The Committee has statutory responsibility for managing reviews of the Audit Office of New South Wales. The Act provides for review every four years, and reviews were conducted in 2009 and 2013.

Conduct of the 2009 Review of the Audit Office under Section 48A of the *Public Finance and Audit Act 1983*

- 3.3 The first report tabled by the Public Accounts Committee in the 55th Parliament was its Report on the Conduct of the 2009 Review of the Audit Office under Section 48A of the *Public Finance and Audit Act 1983*.
- 3.4 The Committee exercises its statutory function in relation to a review of the Audit Office by appointing a reviewer to conduct the audit and determining the terms and conditions under which the review will be conducted. While the reviewer is independent of the Committee, the reviewer must comply with the Committee's directions. The reviewer's report is not made public until tabled by the Chair of the Committee in the Legislative Assembly.
- 3.5 This independent review was commissioned by the Public Accounts Committee of the 54th Parliament and completed in 2009. Soon after its establishment in April 2011, the Committee received a briefing from the Auditor-General regarding his response to the 2009 review.
- 3.6 The Committee subsequently reported on the conduct of this review. The purpose of the report was to report on the findings of the independent reviewer and to report the Committee's views about the process of the review.
- 3.7 The review was conducted by Oakton Consulting, which was selected after a tender process conducted by the previous Committee. The previous Committee also adopted terms of reference for the review. These terms of reference included examining the Audit Office's auditing functions, costs and charges, planning, management and resources, communication with clients, and implementation of the previous review. The reviewers made 21 recommendations, all of which were accepted by the Auditor-General.
- 3.8 The Committee's Report on the Conduct of the 2009 Review of the Audit Office under s58A of the *Public Finance and Audit Act 1983* was tabled on 15 September

2011. In its report, the Committee recommended that the Treasurer extend the timing of the independent reviews of the Audit Office by amending s48A (1) of the Act to replace '3' with '4'.

Government response

3.9 On 27 September 2011, the then Treasurer, the Hon Mike Baird MP provided a response indicating his support for the Committee's recommendation. The *Public Finance and Audit Act 1983* was subsequently amended to give effect to this recommendation, and the Committee commissioned another review as required in 2013.

Quadrennial review of the Audit Office

3.10 Following the amendment of the *Public Finance and Audit Act 1983* to provide for review of the Audit Office every four years rather than every three years, the Committee was again required to commission a review in 2013. Accordingly, at its meeting on 21 February 2013, the Committee resolved to engage an independent contractor to conduct a review of the Audit Office.

3.11 The Committee also adopted terms of reference for this review. These terms of reference were designed to assess the Audit Office's compliance with current professional standards and legal requirements; compliance with statutory responsibilities under the *Public Finance and Audit Act 1983*; and response to the previous statutory review. At the same time, the Committee also resolved to conduct its own inquiry into the efficiency and effectiveness of the Audit Office, which focused on the Auditor-General's role, resources, and relationships with stakeholders. This Inquiry is discussed in more detail in Chapter Four.

3.12 The Committee subsequently adopted a tender evaluation process, conducted by an independent tender panel which made a recommendation to the Committee. At its meeting on 21 March 2013, the Committee endorsed the panel's recommendation that Grant Thornton be appointed to conduct the review of the Audit Office.

3.13 Grant Thornton provided its report on 11 June 2013. The report found that the Auditor-General had sound processes and methodologies in place to comply with professional standards. However, it also made several recommendations to further improve the operations of the Audit Office. The Committee's Report of the independent review was tabled on 15 August 2013.

Appointment of the Auditor-General

3.14 Section 57A of the *Public Finance and Audit Act 1983* provides the Committee with power to veto any proposed appointment to the position of Auditor-General. However, unlike equivalent committees in some jurisdictions, it is not involved in selecting potential appointees. The Treasurer is required to refer a proposal to appoint a person as Auditor-General to the Committee for its consideration and the Committee has 14 days in which to exercise this power of veto.

3.15 In 2013 Mr Peter Achterstraat, Auditor-General, stepped down after seven years in the role. On 31 July 2013, the then Treasurer, the Hon Mike Baird MP, wrote to

the Committee, requesting that it consider the proposed appointment of Mr Grant Hehir to the role. The Committee met with Mr Hehir and subsequently wrote to the Treasurer to endorse his appointment.

EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDIT REPORTS

- 3.16 Under section 57 of the *Public Finance and Audit Act 1983*, the functions of the Committee include the examination of any report of the Auditor-General laid before the Legislative Assembly. At its meeting of 26 September 2007, the Committee resolved to adopt a systematic approach to its examination of the Auditor-General's reports, similar to that taken in Federal and Western Australian Parliaments. Twelve months after the tabling of a performance audit report the Committee requests all agencies that are the subject of recommendations in the report to provide a submission outlining their response, including any actions taken.
- 3.17 Following its re-establishment in 2011, the current Committee decided to continue this practice. The Committee began by endorsing the recommendations made by the Committee of the 54th Parliament in its examinations of performance audits. The Government had not responded to these recommendations and the Committee resolved to endorse them in order to require a response. This process and the resulting report are discussed in more detail in Chapter Four.
- 3.18 The Committee has tabled a number of reports on its examinations of the Auditor-General's performance audit reports, and these are summarised below.

Report on the Examination of the Auditor-General's Performance Audits October 2009 - June 2010

- 3.19 Following its appointment in the 55th Parliament, the Committee met on 23 June 2011 and considered the list of Performance Audits reports tabled by the Auditor-General during 2009 and 2010. The Committee resolved to write to those agencies subject to performance audit reports tabled between October 2009 and June 2010, to seek a submission detailing what the agencies had done to implement the Auditor-General's recommendations.
- 3.20 The Committee examined the following reports:
- Handback of the M4 Tollway
 - Government Advertising
 - Managing Forensic Analysis: Fingerprints and DNA
 - Working with Children Check
 - Injury Management in the NSW Public Sector
 - Improving Road Safety: School Zones
 - Severance Payments to Special Temporary Employees
 - Knowing the Collections: Australian Museum
 - Metropolitan Bus Services
 - Centre-based Disability Respite Care.

- 3.21 The Committee sought further information from Sydney Buses at a public hearing on 14 October 2011, and on 1 December 2011 a public hearing was held to seek further information from the Department of Ageing, Disability and Home Care to seek further information about Centre-based Disability Respite Care. The Committee also wrote to the remaining agencies to seek further information about issues arising from submissions. The Committee tabled its report on 21 February 2012.

Government response

- 3.22 There were thirteen recommendations to Government agencies, and the Government provided a single, coordinated response. Eleven recommendations were supported by the respective agencies. One recommendation was supported in principle subject to further assessment by that Government agency. One recommendation was partially supported, reserving the right to make exemptions to guidelines when appropriate, but making disclosures when exemptions have been made.

**Report on the Examination of the Auditor-General's Performance Audits
September 2010 - February 2011**

- 3.23 Following the tabling of the Report on the Examination of the Auditor-General's Performance Audits October 2009 - June 2010, the Committee met on 16 February 2012 and resolved to commence an examination of Performance Audit reports tabled between September 2010 and February 2011.
- 3.24 Eight Auditor-General's Performance Audit reports were tabled during this period and thus subject to review by the Committee:
- Protecting the Environment: Pollution Incidents
 - Home Detection
 - Sick Leave
 - NSW Lotteries Sale Transaction
 - Electronic Information Security
 - Mental Health Workforce
 - Helicopter Emergency Medical Service Contract
 - Coal Mining Royalties.
- 3.25 After examining the submissions received from agencies, the Committee resolved to hold a public hearing on 18 June 2012 to take evidence in relation to four audit reports. These were:
- Electronic Information Security
 - Mental Health Workforce
 - Helicopter Emergency Medical Service Contract
 - Coal Mining Royalties.
- 3.26 The Committee also sought additional information in writing from the remaining agencies, with the exception of the Auditor-General's report on the NSW Lotteries Sale Transaction, where the Committee was satisfied with the response from NSW Treasury.

- 3.27 The report on the Examination of the Auditor-General's Performance Audits September 2010- February 2011 was tabled on 20 September 2012. The report made ten recommendations addressed to six Government agencies.

Government response

- 3.28 There were ten recommendations referred to the Premier and the relevant Ministers, and a Government response was received on 20 March 2013. Six of the ten recommendations being supported and implemented, with the remaining four being supported in principle, with on-going evaluations, and the Government investigating other options available to comply with the recommendations.

**Report on the Examination of the Auditor-General's Performance Audits
April 2011 - September 2011**

- 3.29 At its meeting on 20 September 2012, the Committee resolved to commence its third Examination of Performance Audits. The Committee further resolved to write to six agencies which had been the subject of performance audits completed between April 2011 and September 2011. These reports were:

- The Effectiveness of Cautioning for Minor Cannabis Offences
- Transport of Dangerous Goods
- Two Ways Together – NSW Aboriginal Affairs Plan
- Government Expenditure and Transport Planning in relation to Implementing Barangaroo
- Improving Road Safety: Speed Cameras
- Pre-qualification Scheme: Performance and Management Services.

- 3.30 The Committee received 12 submissions from agencies which had been the subject of recommendations made in these reports, and also sought comments on these submissions from the Auditor-General. The Committee considered these submissions and at its meeting on 14 March 2013, resolved to conduct a public hearing to take evidence in relation to Cannabis Cautioning Scheme and the Pre-qualification Scheme: Performance and Management Services. A public hearing was held on 18 March 2013.

- 3.31 The Committee sought additional information in writing about Improving Road Safety: Speed Cameras, and Transport of Dangerous Goods. It was satisfied with the Government's response to the Auditor-General's reports on Two Ways Together – NSW Aboriginal Affairs Plan, and Government Expenditure and Transport Planning in relation to Implementing Barangaroo.

- 3.32 The Report on the Examination of the Auditor General's Performance Audits April 2011 – September 2011 was tabled on 31 May 2013. In its report, the Committee made ten recommendations relating to three agencies: the Roads and Traffic Authority, the NSW Police Force, and the Office of Communities.

Government response

- 3.33 There were ten recommendations referred to the relevant Ministers, and a Whole of Government response was received, dated 28 November 2013. Only three recommendations were supported, and two were supported in principle.

The five recommendations not supported outlined their reasons for not supporting the recommendations.

Report of the Examination of the Auditor-General's Performance Audits October 2011 - March 2012

3.34 The Committee met on 27 March 2013 and resolved to commence its fourth examination of the Auditor-General's Performance Audit Reports. Continuing from the previous tabling period, the Committee resolved to examine four reports tabled between October 2011 and March 2012:

- Improving Road Safety: Young Drivers
- Responding to Domestic and Family Violence
- Managing IT Services Contracts
- Visiting Medical Officers and Staff Specialists.

3.35 As in previous examinations, the Committee wrote to each agency which was the subject of recommendations made in a report to request a submission detailing what action it had taken in response to the Auditor-General's recommendations. The Committee received seven submissions from six different agencies, and these were forwarded to the Auditor-General for comment.

3.36 The Committee considered the submissions and the comments received from the Auditor-General and resolved to conduct a public hearing to take evidence in relation to two reports: Improving Road Safety: Young Drivers, and Visiting Medical Officers and Staff Specialists. A public hearing was held on 21 June 2013, where representatives from NSW Health and Transport for NSW gave evidence. The Committee also sought further information from NSW Health and from the Department of Finance and Services in relation to Responding to Domestic and Family Violence and Managing IT Services Contracts, respectively.

3.37 The Report on the Examination of the Auditor-General's Performance Audits October 2011-March 2012 was tabled on 23 October 2013. The Committee made nine recommendations.

Government response

3.38 The Government response was received on 23 May 2014. Eight of the nine recommendations were supported, with implementation of some already completed or under way.

Report of the Examination of the Auditor-General's Performance Audits April 2012 - August 2012

3.39 Continuing its commitment to following up recommendations made by the Auditor-General, the Committee resolved on 19 September 2013 to commence an examination of those Performance Audit reports tabled between April 2012 and August 2012. The following reports were considered:

- Improving the Literacy of Aboriginal Students in NSW Public Schools
- Settling Humanitarian Entrants in New South Wales
- Managing Overtime: Railcorp and Roads and Maritime Services
- Physical Activity in Government Primary Schools.

- 3.40 The Committee wrote to each agency which was the subject of recommendations made in these reports to request a submission, and received six submissions from five different agencies (two reports related to the Department of Education and Communities). These submissions were then forwarded to the Audit Office of NSW for comment.
- 3.41 The Committee conducted a public hearing on 13 February 2014 to seek further information from the Department of Education and Communities about its response to the Auditor-General's report on Improving the Literacy of Aboriginal Students in NSW Public Schools, and from the Department of Premier and Cabinet and the Community Relations Commission about their response to Settling Humanitarian Entrants in New South Wales.
- 3.42 The Committee also resolved to visit some schools with a high proportion of Aboriginal students to seek further information about Aboriginal literacy issues. On 17 and 18 February 2014, the Committee travelled to Broken Hill, Menindee, and Wilcannia to visit schools. The Committee visited four schools: Menindee Central School, Wilcannia Central School and St Therese's Community School in Wilcannia, and Railway Town Public School in Broken Hill.
- 3.43 The Committee also requested additional information in writing from the Department of Education and Communities about its response to the report on Physical Activity in Government Primary Schools, and from Roads and Maritime Services regarding the Auditor-General's report on Managing Overtime: Railcorp and Roads and Maritime Services.
- 3.44 The report on Examination of the Auditor-General's Performance Audits April 2012 - August 2012 was tabled on 8 May 2014. The Committee made ten recommendations. Six of these were addressed to the Department of Education and Communities in relation to Improving the Literacy of Aboriginal Students in NSW Public Schools, and two to the Department of Premier and Cabinet and the Community Relations Commission in relation to Settling Humanitarian Entrants in New South Wales.

Government response

- 3.45 A response to the report was due on 8 November 2014.

Report of the Examination of the Auditor-General's Performance Audits September 2012 - March 2013

- 3.46 At its meeting on 27 February 2014, the Committee resolved to commence its sixth examination of the Auditor-General's Performance Audit reports, of those reports tabled between October 2012 and March 2013. The following four reports were considered:
- Monitoring Local Government
 - Managing Drug Exhibits and Other High Profile Goods
 - The Impact of the Raised School Leaving Age
 - Managing Gifts and Benefits.

- 3.47 The Committee wrote to each agency which was the subject of recommendations made in these reports, and received eight submissions. These submissions were then forwarded to the Audit Office of NSW for comment.
- 3.48 The Committee considered these submissions, along with the comments provided by the Auditor-General, and resolved to conduct a public hearing to request more information about the Auditor-General's reports on Monitoring Local Government, and Managing Drug Exhibits and Other High Profile Goods. A public hearing was conducted on 23 June 2014 and representatives from the NSW Police Force and the Division of Local Government gave evidence.
- 3.49 The Committee also wrote to the Department of Education and Communities to seek more information about its response to The Impact of the Raised School Leaving Age, and to a number of different agencies which were the subject of recommendations made in the Auditor-General's report on Managing Gifts and Benefits.
- 3.50 The report on the Examination of the Auditor-General's Performance Audits September 2012 to March 2013 was tabled on 12 August 2014. The report contained nine recommendations: two were made in relation to Monitoring Local Government, two in relation to Managing Drug Exhibits, four in regard to The Impact of the Raised School Leaving Age, and one to the Public Service Commission in relation to Managing Gifts and Benefits.

Government response

- 3.51 A Government response to the Committee's report is due on 12 February 2015.

Report of the Examination of the Auditor-General's Performance Audits May 2013 – July 2013

- 3.52 At its meeting on 2 July 2014, the Committee resolved to commence its sixth examination of the Auditor-General's Performance Audit reports. As the Committee commences an examination 12 months after a report is tabled, this was the final examination conducted by the Committee in the 55th Parliament. The examination considered six reports:
- Management of the ClubGRANTS Scheme
 - Management of Historic Heritage in National Parks and Reserves
 - Building Energy Use in NSW Hospitals
 - Managing Operating Theatre Efficiency for Elective Surgery
 - Reducing Ambulance Turnaround Time at Hospitals
 - Making the Best Use of Public Housing.
- 3.53 As in other examinations, the Committee wrote to each agency which had been the subject of recommendations made in these reports. The Committee received eight submissions which were then forwarded to the Audit Office of NSW for comment.
- 3.54 After considering these submissions, along with the comments provided by the Auditor-General, the Committee met on 14 August 2014 and resolved to conduct a public hearing to seek further information in relation to two reports. These

were the Management of Historic Heritage in National Parks and Reserves and Making the Best Use of Public Housing. A public hearing was held on 15 September 2014, and witnesses from the National Parks and Wildlife Service and Housing NSW and the Land and Housing Corporation gave evidence.

- 3.55 The report was tabled on 6 November 2014. The Committee made 12 recommendations. Four were directed to Housing NSW to improve the management of public housing; three were directed to the Office of Environment and Heritage to improve the management of historic heritage in national parks; four were directed to NSW Health, and one to the Office of Liquor, Gaming and Racing.

Government response

- 3.56 A Government response is due on 5 May 2015.

Follow up of reports following prorogation

- 3.57 At its meeting on 13 November 2014, the Committee resolved to write to those agencies subject to performance audit between August 2013 and November 2013, to request a submission detailing action taken in response to the Auditor-General's recommendations. This will enable the Public Accounts Committee appointed in the 56th Parliament to commence its examinations of performance audits without delay.

FOLLOW UP OF THE AUDITOR-GENERAL'S FINANCIAL AUDIT REPORTS

- 3.58 Soon after its re-establishment in June 2011, the Committee invited the then Auditor-General, Mr Peter Achterstraat, to provide it with information about repeat recommendations that he had made in his 2010 Financial Audit Reports. Mr Achterstraat wrote to the Committee in August 2011, identifying 74 repeat recommendations.
- 3.59 At its meeting on 26 August 2011, the Committee identified 19 of these recommendations as priorities. It resolved to write to the agencies which were the subjects of these 19 recommendations identified by the Auditor-General, to request a submission detailing action that the agencies had taken to address the Auditor-General's recommendations. The process adopted by the Committee for the follow up of repeat recommendations from the Auditor-General's Financial Audit reports was similar to that it adopted in examining his Performance Audit reports. The Committee followed up repeat recommendations made in the Auditor-General's 2010, 2012 and 2013 Financial Audit Reports and these reports are summarised below.

Report of the Auditor-General's Financial Audits 2010

- 3.60 At its meeting on 26 August 2011, the Committee resolved to write to agencies which were the subject of 19 of the repeat recommendations made by the Auditor-General in his 2010 Financial Audit reports. These 19 recommendations related to the following 11 agencies:

- NSW Treasury

- NSW Aboriginal Land Council
- Australian Museum
- Department of Family and Community Services
- Rail Corporation of New South Wales (RailCorp)
- Department of Transport
- Department of Health
- Health Support Services
- Department of Finance and Services
- Roads and Traffic Authority of New South Wales
- Department of Primary Industries.

3.61 A public hearing was conducted on 1 December 2011 to seek further information from three agencies: the Department of Primary Industries, the Department of Finance and Services, and the Roads and Traffic Authority. The Committee also wrote to the remaining agencies to obtain additional information in writing.

3.62 The Report on the Follow-up of Repeat Recommendations from the Auditor-General's Financial Audits 2010 was tabled on 9 May 2012. The Report made 12 recommendations to address matters raised during the follow up process.

Government response

3.63 There were twelve recommendations referred to the relevant Ministers, and a Government response was received on 8 November 2012. Nine of the twelve recommendations were supported by Government, with two supported in part. One recommendation had already been implemented.

Report of the Auditor-General's Financial Audits 2012

3.64 On 28 February 2013, the Committee met with the Auditor-General to discuss repeat recommendations which he had identified in his 2012 Financial Audit Reports. Mr Achterstraat subsequently wrote to the Committee on 19 April, identifying 16 recommendations that he considered matters of priority. At its meeting on 9 May 2013, the Committee resolved to follow up these recommendations.

3.65 The Committee subsequently wrote to the following agencies to request a submission detailing action that the agencies had taken to address the matters identified by the Auditor-General:

- Department of Premier and Cabinet
- Ministry for Health
- Department of Finance and Services
- Department of Attorney General and Justice
- Wentworth Park Sporting Complex Trust.

3.66 A public hearing was conducted on 12 September 2013 to hear evidence from the Department of Premier and Cabinet and the Department of Finance and Services. The Committee also wrote to the remaining agencies, to request additional information in writing.

- 3.67 The Report on the Follow Up of the Auditor-General's 2012 Financial Audit Reports made three recommendations: these related to digital information security, an outstanding loan matter regarding the Wentworth Park Sporting Complex Trust, and special purpose accounts held by NSW Health. The Report was tabled on 19 November 2013.

Government response

- 3.68 The Government response was received on 19 May 2014. The Government advised that the recommendation regarding digital information security would be considered in the context of its review of digital security, and the other two recommendations were being addressed.

Report of the Auditor-General's Financial Audits 2013

- 3.69 On 15 April 2014, the Auditor-General, Mr Grant Hehir, wrote to the Committee detailing important repeat recommendations which had been made in his financial audit reports. Mr Hehir identified nine recommendations as being significant. The Committee also identified an additional two recommendations which it intended to investigate further.

- 3.70 At its meeting on 15 May 2014, the Committee resolved to follow up these recommendations.

- 3.71 As in previous examinations of Financial Audit reports, the Committee wrote to the agencies which were the subject of these recommendations to request a submission detailing action that the agencies had taken to address the matters identified by the Auditor-General. The Committee wrote to the following six agencies:

- NSW Treasury
- NSW Health
- The Department of Police and Justice
- The Department of Planning and Environment
- Transport for NSW
- The Office of Environment and Heritage.

- 3.72 The Committee received submissions from all six agencies and these were forwarded to the Auditor-General for comment. The Committee subsequently wrote to NSW Health and the Office of Environment and Heritage, to request additional information.

- 3.73 The Report on the Follow Up of Repeat Recommendations from the Auditor-General's 2013 Financial Audit Reports made five recommendations: these related to clearing the backlog of digital archives; conducting a cost-benefit analysis of integrations at the Department of Justice; reducing excess leave balances; reviewing the useful lives of NSW Health assets; and reducing the number of staff with excessive overtime. The Report was tabled on 6 November 2014.

Government response

- 3.74 A Government response is due on 5 May 2015.

Committee comment

- 3.75 The Committee has a dual role in relation to the Auditor-General: on the one hand it exercises an oversight function and on the other, complements the work of the Auditor-General by following up on agencies' implementation of his recommendations. The Committee also has a role in helping to ensure that the powers and resources available to the Auditor-General are adequate to perform his role.
- 3.76 The process of following up recommendations made by the Auditor-General in his financial and performance audit reports has proved effective in encouraging government agencies to implement recommendations, and the declining number of substantial repeat recommendations made by the Auditor-General in his financial audit reports attests to its value. However, the Committee considers that there are a number of measures that could be taken to further improve its effectiveness and the effectiveness of committee inquiries more generally.
- 3.77 Standing Order 303A, which requires Government to respond to recommendations made in committee reports within six months of the tabling of the report, is an important mechanism in ensuring the accountability of the Executive to the Parliament. The Committee considers that it could be made more effective by requiring Ministers to respond within three months. The Committee notes that in the Australian Parliament Ministers are required to provide an explanation to the House if a Government response is not provided within three months, and considers that the NSW Parliament should adopt similar provisions.
- 3.78 The Committee also notes that there is currently no provision for follow up of recommendations made by committees beyond the provisions of Standing Order 303A. The effectiveness of committees could be increased by adoption of a mechanism to further pursue implementation of recommendations accepted by Government. The Committee therefore recommends that the Government consider such mechanisms, such as establishment of an Implementation Committee with the role of pursuing outstanding recommendations from Committee reports.

RECOMMENDATION 6

The Committee recommends that the period for Government responses to committee reports be reduced to three months from the current six months.

RECOMMENDATION 7

The Committee recommends that the committee of Chairs proposed in Recommendation 4 consider mechanisms to follow up committee reports and examine what action Government agencies have taken to implement recommendations.

Chapter Four – Inquiries initiated by the Committee

- 4.1 As explained in Chapter Two, the Committee may conduct inquiries on its own initiative; these inquiries are ‘self-referred’. In the 55th Parliament, the Committee tabled six reports from self-referred inquiries. The purpose of this chapter is to canvass these reports.

Report on Recommendations of Public Accounts Committee of the 54th Parliament

- 4.2 Standing Order 303A of the Legislative Assembly requires that the relevant Minister provide a report to the House on what action, if any, the Government proposes to take in relation to each recommendation of the committee. This Government response must be received within six months of the tabling of the report.

- 4.3 Shortly after the appointment of the Public Accounts Committee of the 55th Parliament, the Chair wrote to the Premier and the relevant Ministers seeking responses to the three reports for which the Government had not yet provided a response. These reports were tabled by the Public Accounts Committee of the 54th Parliament in 2010. The outstanding Government responses related to the following reports:

- The Sixth Report on the Examination of the Auditor-General’s Performance Audits: Delivering Health Care out of Hospitals, Managing Injured Police, Efficiency of the Office of the Director of the Public Prosecutions (Report 11/54 - June 2010)
- Report on the Premature Release of Draft Auditor-General’s Reports (Report 12/54 - September 2010)
- Seventh Report on the Examination of the Auditor-Generals’ Performance Audits: Sustaining Native Forests Operations, Grants Administration, Tackling Cancer with Radiotherapy, Helping Aboriginal Defendants through MERIT (Report 15/54 - December 2010).

- 4.4 On 29 September 2011, the Premier, the Hon Barry O’Farrell responded with a letter explaining why the Government had not responded:

I am advised that, when the Assembly expires or is dissolved, that the Assembly and all of its Committees cease to exist. “The Government” and its obligations under the Standing Orders to respond to reports of the Committees also comes to an end. This is appropriate given that the views expressed by the Committees of the 54th Parliament may not necessarily be shared by the Assembly or Committees of the 55th Parliament.

The Government is therefore not proposing to table responses to the three reports set out in your letters. However, if the current Public Accounts Committee resolves to make any of the same recommendations as are included in the previous reports,

the Government will of course respond to those recommendations in accordance with Standing Order 303A.²

- 4.5 At its meeting on 12 October 2011, the Committee considered this correspondence and resolved to endorse the recommendations made by the previous Committee in these reports, with the exception of one recommendation in the Seventh Report on the Examination of the Auditor-Generals' Performance Audits.
- 4.6 The Report on the Recommendations of Public Accounts Committee of the 54th Parliament was tabled on 10 November 2011. The Committee made three recommendations, endorsing the recommendations made in the three reports tabled by the previous Committee.

Government response

- 4.7 A Government response was received on 10 May 2012.

Procurement and Management of ICT Services in the NSW Public Sector

- 4.8 During its examinations of the Auditor-General's Performance Audit reports and follow up of repeat recommendations from Financial Audit reports, the Committee noted the recurrence of issues relating to the procurement and management of information technology services in NSW Government agencies. At its meeting on 20 July 2012, the Committee resolved to conduct an inquiry into the procurement and management of ICT Services in the NSW public sector.
- 4.9 The Committee adopted terms of reference which focused on identifying measures to improve ICT project and contract management in the public sector, the adequacy of risk management and corruption prevention strategies relating to ICT procurement and contract management, and long-term planning to meet the ICT needs of the public sector.
- 4.10 An advertisement calling for submissions was placed in the *Sydney Morning Herald* on Wednesday 12 September 2012, and the Chair also wrote to a number of key stakeholders to invite submissions.
- 4.11 The Committee received 22 submissions from individuals, organisations, ICT companies and consultants, and government agencies. The Committee also invited a number of key stakeholders to provide briefings: the Auditor-General briefed the Committee on 18 October 2012, and the Department of Finance and Services, the Department of Premier and Cabinet, and the Independent Commission Against Corruption on 26 October 2012.
- 4.12 The Committee held two public hearings to seek more information from stakeholders, on 28 November 2012 and 18 March 2013. In total, 23 witnesses gave evidence. These witnesses represented a range of stakeholders, principally from government agencies and the IT industry. Following the public hearings, questions on notice were also sent to the relevant witnesses.

² The Hon Barry O'Farrell MP, Correspondence to Chair, 29 September 2011.

- 4.13 The report on Procurement and Management of ICT Services in the NSW Public Sector was tabled on 30 May 2013. In its report the Committee made 41 recommendations.

Government response

- 4.14 The Government response was received on 28 November 2013. In its response, the Government advised that it supported ten of the recommendations made in the Report. The implementation of another 16 recommendations was already in progress, 7 recommendations were supported in principle, 3 recommendations were partially supported, and 5 were not supported with reasons provided.

Efficiency and Effectiveness of the Audit Office of NSW

- 4.15 As discussed in the previous chapter, the Public Finance and Audit Act 1983 requires the Committee to commission an independent review of the Audit Office every four years. The Committee commissioned such reviews in 2006 and 2009 and, at its meeting on 21 February 2013, did so again. In conjunction with the 2013 review, however, the Committee resolved to conduct its own Inquiry into the efficiency and effectiveness of the Audit Office.
- 4.16 The terms of reference adopted by the Committee focused on whether the Audit Office of NSW provides value for money, the process it uses for selecting topics for performance and compliance audits, whether it has adequate resources to carry out its functions; and the effectiveness of its communication with clients.
- 4.17 The Committee called for submissions, advertising the inquiry in the Sydney Morning Herald and on the Committee's website. The Chair also wrote to a number of relevant stakeholders to invite them to make submissions.
- 4.18 The Committee received seven submissions from government agencies and other stakeholders. A public hearing was held on 21 June 2013, and the Committee heard evidence from the Audit Office, the Division of Local Government, NSW Treasury, the University of Newcastle, the Australian National Audit Office, and the Council of Social Service of New South Wales.
- 4.19 The report on Efficiency and Effectiveness of the Audit Office of New South Wales was tabled on 18 September 2013. The Committee made ten recommendations relating to the powers and operations of the Audit Office. These included recommendations proposing amendments to the *Public Finance and Audit Act 1983* to enable the Auditor-General to 'follow the dollar' by auditing functions performed by entities on behalf of the State, including private contractors, non-government organisations and local government.

Government response

- 4.20 The Government provided a response to the report on 31 March 2014, addressing the recommendations. In its response the Government supported two recommendations and advised that it was considering its response to the recommendations to amend the *Public Finance and Audit Act 1983*.

Report on the Australasian Council of Public Accounts Committees Conference

- 4.21 The NSW Public Accounts Committee is a member of the Australasian Council of Public Accounts Committees (ACPAC), which aims to facilitate the exchange of information about public accounts committees and improve the performance of committees in Australasia. ACPAC conducts a conference every two years, with the conference being hosted by each member jurisdiction according to a rotating schedule. At its first meeting on 23 June 2011, the Committee considered the ACPAC conference schedule and resolved to conduct the conference in 2013.
- 4.22 In April 2013, the NSW Public Accounts Committee hosted the conference, entitled *'Public Accounts Committees: Adapting to a Changing Environment'*. The conference program focused on the role of public accounts committees and the operations of, and challenges faced by, public accounts committees in different jurisdictions. The conference included national and international speakers from public accounts committees, academics and auditors. More than 100 delegates attended, representing 25 different jurisdictions.
- 4.23 A meeting of the ACPAC Council was also held in conjunction with the conference. The ACPAC Council passed the following resolutions:
- That ACPAC:
1. Notes the trend for an increasing number of non-government organisations (NGOs) to be funded by governments to manage public service delivery.
 2. Subject to individual jurisdictional circumstances, supports in principle 'follow the money' powers for Auditors-General, to provide independent assurance about service delivery outcomes and financial accountability in these arrangements with NGOs.
- That ACPAC:
1. Notes the rapid development of online commerce and e-government, as well as other ICT applications such as e-health and e-education.
 2. Notes the growing global awareness of risks from cyberspace, including the internet, wider telecommunications networks and computer systems.
 3. Acknowledges the role of PACs and parliaments in helping to ensure that efficient and effective measures are in place to ensure the safety, security and resilience of cyberspace.
 4. Supports increased inter-jurisdictional collaboration in addressing these challenges.
- 4.24 At its meeting on 23 May 2013 following the conference, the Committee resolved to table a report on the conference. The report focused on the overall achievements of the conference, highlights, themes and questions that arose

from the workshops, seminars, speeches, and feedback from the conference participants.

- 4.25 The Committee was delighted with the success of the conference and the opportunity to meet its counterparts from other jurisdictions. The *Report on the Australasian Council of Public Accounts Committees Conference* was tabled on 29 May 2013.

Planning NSW Infrastructure for the Twenty-Second Century

- 4.26 At its meeting on 27 March 2014, the Committee resolved to conduct a half-day forum about planning for infrastructure in NSW. The forum's aim was to focus on long-term planning and delivery of key infrastructure projects.
- 4.27 On 9 May 2014, the Committee held the forum, entitled 'Planning NSW Infrastructure for the Twenty-Second Century', with the support of the SMART Infrastructure Facility at the University of Wollongong. The Committee worked in this forum as a non-partisan entity to provide a platform for all attendants to participate in sharing, exploring, and discussing ideas, plans, and strategies to benefit the people of New South Wales. The forum program included six sessions made up of four presentations, an expert panel discussion and an interactive session with the audience.
- 4.28 At its meeting on 20 May 2014, following the event, the Committee resolved to table a report from the forum in the House. In its report, the Committee made one recommendation, which is detailed below.

The Committee recommends that the NSW Government review the issues and themes outlined in the report and advise the Committee on New South Wales' long-term infrastructure planning and delivery capabilities, with specific reference to:

- The current status of long-term infrastructure planning in New South Wales;
- New South Wales's preparedness to plan, fund and deliver infrastructure in a timeframe beyond 20 years and up to 100 years;
- Actions to achieve bipartisan support and community buy-in for New South Wales's infrastructure plans, including demonstrated commitment to ensuring the availability of independent advice, public consultation and transparent decision-making;
- Regulatory reform of the planning system and metropolitan governance, and the adoption of Integrated Infrastructure Planning and Management;
- Intergovernmental relationships and clarifying the roles of the three levels of government;
- Financing reforms, developing innovative funding arrangements, and attracting long term investors in infrastructure;
- Development of service standards and consumer benchmarks for asset performance; and
- Independent performance management and reporting.

- 4.29 The report on *Planning NSW Infrastructure for the Twenty-Second Century* was tabled on 19 June 2014.

Government response

- 4.30 A Government response to the report is due on 19 December 2014.

Inquiry into Tenancy Management in Social Housing

- 4.31 At its meeting on 2 July 2014, the Committee resolved to inquire into tenancy management in social housing. After discussions with the Minister for Family and Community Services, the inquiry was self-referred by the Committee. The Committee adopted terms of reference which focused on cost effectiveness, the range and effectiveness of tenant support services, outcomes for tenants, and measures to improve tenancy management services.
- 4.32 The Committee called for public submissions by advertising in the *Sydney Morning Herald* and on its website. The Committee also wrote to key stakeholders inviting submissions.
- 4.33 The Committee received 46 submissions. Submission makers included representatives of the community and private housing sectors, community advocates including advocates for tenants and vulnerable people, employee advocates, local government, Members of Parliament, NSW Government agencies, academic researchers, and individual tenants and employees.
- 4.34 The Committee held two public hearings in Sydney and heard evidence from 31 witnesses. On 8 September 2014 the Committee heard evidence from witnesses representing the community and private housing sectors, a wide range of community and advocacy groups including the Public Service Association of NSW, and the City of Sydney. On 15 September 2014 the Committee heard evidence from the Department of Family and Community Services and from researchers working for the Australian Housing and Urban Research Institute (AHURI).
- 4.35 In considering the evidence the Committee noted that its inquiry took place against a backdrop of other research and inquiries into social housing, the outcomes of which provided a context within which the Committee could examine tenancy management specifically and frame its recommendations. These other activities included:
- The Productivity Commission's 2014 Report on Government Services;
 - Legislative Council's Select Committee on Social, Public and Affordable Housing which had a much broader remit than this inquiry, and reported on 8 September 2014;
 - The Auditor-General's Performance Audit Report entitled *Making the best use of public housing*, listed in Chapter 3 above, which made comprehensive recommendations concerning the sustainability of public housing in NSW and the formulation of the Government's social housing policy, and this Committee's subsequent examination of the Auditor-General's report.
 - The AHURI research project into developing a framework for assessing management costs and tenant outcomes in social housing.

4.36 At its meeting on 13 November 2014, the Committee adopted its report which made 16 recommendations addressing:

- opportunities for achieving cost savings in public housing through outsourcing;
- the need to identify and report cost shifting between public and non-government social housing providers;
- an examination of the impact of the transfer of titles to public housing properties from the public sector to the community sector, and whether long term leases or other forms of tenure could also support improved social housing performance;
- a review of complaint and appeals procedures, and the preparation of guidelines for achieving an appropriate balance between the rights of individual tenants and their neighbours;
- research to determine the level of unmet demand for social housing and how the support needs of people who could not be accommodated in social housing could be met;
- the objectives to be included in the Government's new social housing policy;
- the impact of the National Disability Insurance Scheme on the provision of social housing;
- how innovation and information could be shared to greater advantage between social housing providers;
- the application of tenant self-management in NSW; and
- the impact of staffing policies on the provision of frontline social housing services.

4.37 In making its recommendations, the Committee stressed that the recommendations of the Auditor-General and the outcomes of the AHURI research set the broader framework for a sustainable social housing sector and for effective cost measurement and comparative reporting between social housing providers and sectors.

4.38 The Committee's report on *Tenancy management in social housing* was tabled on 18 November 2014.

Government response

4.39 A Government response to the report is due on 18 May 2015.

PUBLIC ACCOUNTS COMMITTEE
INQUIRIES INITIATED BY THE COMMITTEE



Committee Members with staff at Menindee Central School, February 2014



ACPAC Conference, April 2013



Committee visit to Capital Wind Farm, August 2012



NewDemocracy Foundation Event, June 2012



Committee visit to St. Therese's Community School, February 2014



Treasurer, The Hon Mike Baird MP, speaking at Planning NSW Infrastructure for the 22nd Century Forum, May 2014



Visiting delegation from the Public Accounts Committee of Afghanistan, February 2013



Committee Members at the Delta Electricity Power Station, February 2012



Planning NSW Infrastructure for the 22nd Century Forum, May 2014



Committee visit to Wilcannia Central School, February 2014



Delegates from ACPAC Conference 2013



Committee visit to Capital Wind Farm, August 2012

Chapter Five – Inquiries referred to the Committee by Ministers

5.1 Inquiries may be referred to the Public Accounts Committee by the Legislative Assembly, a Minister, or by the Auditor-General. During the 55th Parliament, two inquiries were referred to the Committee by Ministers. The Committee accepted these referrals and proceeded to conduct inquiries as proposed by the Ministers. The Committee did not receive any referrals from the House or from the Auditor-General. This chapter summarises these inquiries.

Inquiry into the economics of energy generation

5.2 On 9 November 2011 the Hon Chris Hartcher MP, then Minister for Resources and Energy, wrote to the Committee, requesting that it conduct an inquiry into comparable economics of energy generation in New South Wales. Mr Hartcher suggested that the Committee could consider the current energy mix in NSW in comparison to other jurisdictions, energy security issues, and the potential for alternative forms of energy generation.

5.3 At its meeting on 23 November 2011, the Committee resolved to conduct an inquiry into the economics of energy generation and adopted terms of reference. The terms of reference focused on the current mix of energy sources used in New South Wales, and comparisons with other jurisdictions, issues relating to long term energy security, and the potential for, and barriers to, development of alternative forms of energy generation.

5.4 The Committee published details of the Inquiry on its website and placed an advertisement in the *Sydney Morning Herald* on 7 December 2011, calling for submissions. The Chair also wrote to a range of stakeholders to invite them to make a submission to the Inquiry. On 23 February 2012, Mr Andrew Lewis, Executive Director, Energy, NSW Department of Trade and Investment, Regional Infrastructure and Services, provided the Committee with a briefing on energy supply in NSW. The Committee received 34 formal submissions and four supplementary submissions.

5.5 As part of its Inquiry, the Committee visited the Vales Point and Colongra power stations on the NSW central coast on 17 February 2012. Vales Point is a coal-fired power station, while Colongra is a gas-fired power plant. Both were, at that time, owned by Delta Electricity, and the Committee met with representatives of Delta Electricity before touring the power stations.

5.6 The Committee also visited Capital Wind Farm on 17 August 2012. Capital Wind Farm is a 140 megawatt wind farm located near Bungendore in south east NSW. It is operated by Infigen Energy, and the Committee met with Mr Jonathan Upson, Senior Development and Government Affairs Manager, and Mr Chris McGrath, Development Manager from Infigen Energy, during the visit.

5.7 The Committee conducted two public hearings to seek further information about the issues involved in the Inquiry, the first on 26 March 2012 and the second on

11 May 2012. The Committee took evidence from 27 witnesses representing 18 organisations.

Liaison with the NewDemocracy Foundation

- 5.8 As part of the Inquiry, the Committee also liaised with the NewDemocracy Foundation to consult with ordinary citizens in an innovative way. The NewDemocracy Foundation is an independent, non-partisan research organisation which aims to identify improvements in the democratic process. At its meeting on 16 February 2012, the Committee endorsed a proposal from the NewDemocracy Foundation to convene two ‘citizens’ policy juries’ to consider issues involved in the Inquiry.
- 5.9 The proposal provided for two citizens’ policy juries to be convened for a ten-week deliberative process. The first group was based in Sydney. In order to gain the views of people living in non-metropolitan areas, a second group was convened in Tamworth. Specifically, the groups were asked to reach agreement on ‘the order of preference, level of interest and preferred funding model for alternative forms of energy generation (e.g. tidal, geothermal) in NSW’.
- 5.10 Feedback from participants on this innovative process was very positive, and the project also received media coverage in the *Australian Financial Review*. A researcher from the Australian National University also conducted a research project on the process. The citizens’ policy juries forwarded reports of their findings to the Committee on 3 September 2012, and their findings were included in the Committee’s final report.
- 5.11 The report on *The Economics of Energy Generation* was tabled on 21 November 2012. The report contained 24 recommendations designed to improve the operation of the electricity market in NSW and facilitate research into, and development of, alternative forms of energy generation.

Government response

- 5.12 A Government response was received in June 2013, addressing each recommendation.

Inquiry into cogeneration and trigeneration in New South Wales

- 5.13 On 3 July 2013, the Hon Chris Hartcher MP, then Minister for Resources and Energy, wrote to the Chair of the Public Accounts Committee, requesting that the Committee conduct a review of matters associated with the installation and use of trigeneration technology in New South Wales.
- 5.14 At its meeting on 15 July 2013, the Committee resolved to conduct an inquiry into cogeneration and trigeneration in New South Wales. Details of the Inquiry were published on the Committee’s website and an advertisement was placed in the *Sydney Morning Herald* and the *Sydney Central Courier* on 24 July 2013, calling for submissions. The Chair also wrote to a range of stakeholders to invite them to make a submission. The Committee received 44 formal submissions to the inquiry, which were published on its website.

PUBLIC ACCOUNTS COMMITTEE
INQUIRIES REFERRED TO THE COMMITTEE BY MINISTERS

- 5.15 As part of the Inquiry, the Committee inspected a cogeneration plant at Parliament House on 29 August 2013. A delegation of the Committee also visited two trigeneration sites in the Sydney CBD on 18 October 2013. The Committee visited Origin Energy at 20 Bond Street where they met with representatives from Origin and were given a tour of the trigeneration plant in the building. The Committee then visited 161 Castlereagh Street and met with representatives from GPT and Grocon before inspecting the trigeneration facilities which are part of the Legion House development.
- 5.16 A public hearing was held in Parliament House on 21 October 2013, and evidence was given by:
- NSW Office of Environment and Heritage
 - NSW Distribution Network Service Providers
 - City of Sydney
 - NSW Trade and Investment
 - Property Council of Australia
 - Jemena Gas Networks (NSW) Limited
 - Energy Efficiency Council
- 5.17 The report of the Inquiry, entitled *Polygeneration in NSW*, was tabled on 27 March 2014. There were 20 recommendations made by the Committee.

Government response

- 5.18 A Government response was received on 29 September 2014. In its response, the Government indicated that it supported three of the recommendations contained in the report, supported two in principle and noted ten, while a further two were 'under consideration'. Two were identified as not applicable and one was not supported.

Chapter Six – Liaison and Engagement

- 6.1 Engagement with other stakeholders and jurisdictions is an important part of the Public Accounts Committee's role. During the 55th Parliament, the Committee attended a number of conferences as well as hosting visiting delegations and study groups from other jurisdictions.
- 6.2 The Committee also conducted important events such as the conference of the Australasian Council of Public Accounts Committees and the forum on Planning Infrastructure for the 22nd Century. This brief chapter canvasses the Committee's liaison and engagement with other jurisdictions.

CONFERENCES

- 6.3 On 6-8 October 2011, Mr O'Dea attended the Australasian Study of Parliament Group's Conference in Melbourne titled *The Executive versus the Parliament: Who Wins?* Mr O'Dea delivered a paper at the National Annual Conference titled *The Role of Public Accounts Committees*. Mr O'Dea's paper was later published as an article in the Autumn 2012 edition of the *Australasian Parliamentary Review*.
- 6.4 On 12-15 March 2012, the Commonwealth Parliamentary Association, the UK National Audit Office, and the Commonwealth Secretariat held the 2nd Westminster Workshop on Public Accounts Committees in London. Mr Daley attended the workshop as a representative of the NSW Public Accounts Committee.
- 6.5 On 24-25 May 2012, the Australasian Council of Public Accounts Committee (ACPAC) mid-term meeting was held in Canberra. Mr O'Dea (Chair), Dr Lee (Deputy Chair) and Dr Abigail Groves attended.
- 6.6 The twelfth biennial ACPAC conference entitled '*Public Accounts Committees: Adapting to a changing environment*' was held in NSW Parliament House on 10 – 11 April 2013. As conference Chair, Mr O'Dea delivered an opening speech. The keynote address was delivered by former NSW Treasurer, the Hon Michael Egan. In attendance were Committee members from all Australian States and Territories, as well as delegates from Bougainville, Samoa, Tonga, New Zealand, Papua New Guinea, Fiji, Indonesia, Kiribati, South Africa, the Free State Legislature, the Gauteng Provincial Legislature, the Limpopo Legislature, the Northern Cape Provincial Legislature, Uganda, Vanuatu, and the United Kingdom. The conference concluded with a cruise on Sydney harbour on 13 April 2013.
- 6.7 The Chair attended and spoke at the Independent Pricing and Regulatory Tribunal (IPART) Forum on the Review of regulated electricity retail prices in Sydney on 7 May 2013. This followed the Committee's extensive Inquiry into the Economics of Energy Generation.
- 6.8 On 22 May 2013, the Chair spoke at the Power Pricing Conference 2013 in Sydney. The conference was organised by Quest Events and featured a range of energy industry stakeholders.

PUBLIC ACCOUNTS COMMITTEE
LIAISON AND ENGAGEMENT

- 6.9 On 29 May 2013, Dr Abigail Groves, Inquiry Manager, presented a paper about the Committee's work with the NewDemocracy Foundation to the Institution of Public Administration Australia (IPAA) forum on *'Experiments in Deliberative Democracy'* at the University of Technology, Sydney.
- 6.10 The Chair presented a paper at the annual conference of the Australasian Study of Parliament Group which was held in Perth on 2-4 October 2013. Mr O'Dea's paper was entitled *'Financial Overseers and Their Oversight – A New South Wales Public Accounts Committee Perspective'*. While in Perth, Mr O'Dea also met with the Western Australian Public Accounts Committee.
- 6.11 On 9 May 2014, the Committee conducted a half-day forum entitled *'Planning NSW Infrastructure for the 22nd Century'*. The Committee worked with the SMART Infrastructure Facility at the University of Wollongong to develop the program for the forum. Speakers included the Hon. Mike Baird, Premier, former Premier the Hon. Nick Greiner, now a member of the SMART Infrastructure Advisory Council, and the Auditor-General, Mr Grant Hehir. Themes identified included the effect of the political cycle on infrastructure planning and delivery, the importance of sound governance and institutional arrangements, effective community engagement, and strategies to encourage investment. The forum is also discussed in Chapter Four.
- 6.12 The bi-annual ACPAC meeting took place in Melbourne on 20 June 2014. The Chair and Dr Abigail Groves, Inquiry Manager, attended. The meeting endorsed the draft ACPAC International Engagement Strategy, which was proposed at the Council's conference in Sydney in 2013. The meeting also considered arrangements for the 2015 ACPAC conference in Adelaide.
- 6.13 On 28 October 2014, the Chair attended a symposium entitled *'Making government accountable: The role of public accounts committees and national audit offices'* at La Trobe University. Mr O'Dea presented a paper titled *A NSW Public Accounts Committee Perspective*.

MEDIA LIAISON

- 6.14 The Committee issued 54 media releases during this Parliament. These media releases covered a range of topics such as commencement of inquiries, conduct of public hearings, visits of inspection, and tabling of Committee reports. The Chair also provided comment to a number of media outlets, including the *Sydney Morning Herald*, the *Australian Financial Review*, the *Daily Telegraph*, and regional media outlets.
- 6.15 The Chair also issued a bi-annual newsletter to brief stakeholders about the work of the Committee. Nine issues of the Committee newsletter were produced and distributed during the 55th Parliament.

INTER-JURISDICTIONAL ENGAGEMENT

- 6.16 The Australasian Council of Auditors-General held its annual forum in Sydney on 12 March 2012. Mr O'Dea attended the welcome reception at the invitation of the Auditor-General.

- 6.17 On 18 February 2013, the Committee hosted the Public Accounts Committee of Afghanistan which was visiting Australia on a study tour. The Chair met with members and staff provided the delegation with briefings on the operations of the NSW Parliament and its committee system.
- 6.18 In 2014, the Chair undertook a Commonwealth Parliamentary Association study tour. As part of this tour he met with the Public Accounts Committees of Singapore and Malaysia at their parliaments.
- 6.19 On 7 November 2013, the Chair met with the Victorian Public Accounts and Estimates Committee, which visited the NSW Parliament.
- 6.20 In May 2014, the Committee hosted a delegation from the State Audit Office of Vietnam.
- 6.21 On 10 June 2014, the Chair met with the Public Accounts Committee of NSW Busia County, Kenya.
- 6.22 On 30 July, the Committee hosted a visit from representatives of the Chinese National Audit Office. The representatives were staff members who had been selected to travel to Australia as part of a study group on governance and financial accountability. The Chair and staff members provided presentations regarding the NSW Parliament and the role of the Public Accounts Committee.
- 6.23 On 6 August 2014, the Chair met with representatives from the Chinese Budget Affairs Commission, who were visiting Australia to seek information about the government budgeting process. The Chinese delegation was led by Mr Su Jun, Vice Chairman.
- 6.24 On 18 November 2014, the Chair met with a group from the state and regional parliaments of Myanmar, who were visiting Australia on a study tour funded by the UN Development Program.

OTHER HIGHLIGHTS

- 6.25 As part of its Inquiry into the Economics of Energy Generation, the Public Accounts Committee worked with the NewDemocracy Foundation to canvass the views of the public about one of the terms of reference for the Inquiry. The Foundation convened two citizens' policy juries to consider the issues and the Committee attended a session of each group.
- 6.26 After the process was completed, the findings of the citizens' policy juries were presented to the Committee and included in the Committee's report. The Committee subsequently hosted a lunch reception for participants to thank them for their participation on 25 October 2012. Committee members also met with Dr Carolyn Hendriks, a Research Fellow at the Australian National University, who was conducting a research project on deliberative democracy.
- 6.27 The NSW Auditor-General, Mr Peter Achterstraat, stepped down in October 2013 after seven years in the role. To thank him for his service to New South Wales, the Committee hosted a farewell function at Parliament House. The function was attended by approximately 150 guests who heard speeches from the Speaker,

the Treasurer, the Chair of the Public Accounts Committee and the Auditor-General himself.

Committee comment

- 6.28 The Committee values liaising with equivalent committees in other jurisdictions. Such liaison plays an important role in sharing information and building capacity, particularly in committees from emerging jurisdictions. The Committee supported the adoption of the ACPAC International Engagement Strategy and considers that there is scope for greater collaboration between member jurisdictions.
- 6.29 The Committee notes that the Auditor-General regularly liaises with his counterparts in other jurisdictions both in Australia and around the Pacific region through the Australasian Council of Auditors-General (ACAG). The Committee considers that closer liaison between ACAG and the Australasian Council of Public Accounts Committees (ACPAC) could provide benefits for members, particularly in emerging democracies.

Appendix One – Reports tabled by the Committee

Report No	Date	Title
1/55	September 2011	Conduct of the 2009 Review of the Audit Office under Section 48A of the <i>Public Finance and Audit Act 1983</i>
2/55	November 2011	Report on Recommendations of the Public Accounts Committee of the 54 th Parliament
3/55	February 2012	Report on the Examination of the Auditor-General's Performance Audits October 2009 – June 2010
4/55	May 2012	Report on the Follow-up of Repeat Recommendations from the Auditor-General's Financial Audits 2010
5/55	September 2012	Report on the Examination of the Auditor-General's Performance Audits September 2010 – February 2011
6/55	November 2012	The Economics of Energy Generation
7/55	May 2013	Procurement and Management of ICT Services in the NSW Public Sector
8/55	May 2013	Report on the Australasian Council of Public Accounts Committees Conference
9/55	May 2013	Examination of the Auditor-General's Performance Audits April 2011 – September 2011
10/55	August 2013	Quadrennial Review of the Audit Office 2013
11/55	September 2013	Efficiency and Effectiveness of the Audit Office of NSW
12/55	October 2013	Examination of the Auditor-General's Performance Audits, October 2011 – March 2012
13/55	November 2013	Follow-up of the Auditor-General's Financial Audit Reports
14/55	March 2014	Polygeneration in New South Wales
15/55	May 2014	Examination of the Auditor-General's Performance Audits April 2012 – August 2012
16/55	June 2014	Planning NSW Infrastructure for the Twenty-Second Century
17/55	August 2014	Examination of the Auditor-General's Performance Audit Reports September 2012 – March 2013
18/55	November 2014	Examination of the Auditor-General's Performance Audit Reports May 2013 – July 2013
19/55	November 2014	Report on the Follow-up of Repeat Recommendations from the Auditor-General's Financial Audits 2013
20/55	November 2014	Tenancy Management in Social Housing

PUBLIC ACCOUNTS COMMITTEE
REPORTS TABLED BY THE COMMITTEE

21/55	November 2014	Report on the Public Accounts Committee of the 55 th Parliament
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Appendix Two – Key Performance Indicators

Activity	2011 – 24 March - 30 June	2011/12	2012/13	2013/14	2014 – 1 July – December	Total
Committee meetings	2	27	23	26	11	89
Duration of meetings (Hours)	0:46	11:57	17:50	31:51	3:33	65:57
Inquiries initiated	1	5	7	5	2	20
Visits of inspection	0	1	1	2	0	4
Hearings	0	5	3	4	2	14
Duration of hearings (Hours)	0:00	22:30	17:19	12:11	12:14	64:14
Witnesses examined	0	57	38	43	36	174
Submissions received	0	67	51	63	63	244
Reports tabled	0	4	5	7	5	21
Government responses received	0	2	4	4	1	11

Appendix Three – Staff

The Legislative Assembly committee secretariat deploys staff on a needs basis. The following staff members contributed to the work of the Committee during the 55th Parliament:

- Ms Vicki Buchbach, Director
- Ms Rachel Simpson, Director
- Ms Elaine Schofield, Director
- Dr Abigail Groves, Inquiry Manager (and Acting Director)
- Mr Bjarne Nordin (Acting Director)
- Mr John Miller, Inquiry Manager
- Ms Pauline Painter, Inquiry Manager
- Mr David Hale, Inquiry Manager
- Ms Clara Hawker, Inquiry Manager
- Mr Leon Last, Research Officer
- Mr Kieran Lewis, Research Officer
- Ms Vedrana Trisic, Research Officer
- Ms Abigail Javier, Committee Officer
- Ms Sasha Shevtsova, Committee Officer
- Ms Jennifer Gallagher, Committee Administrative Officer
- Ms Mohini Mehta, Committee Administrative Officer
- Ms Meike Bowyer, Assistant Committee Officer
- Ms Tanja Zech, Assistant Committee Officer

Appendix Four – Witnesses appearing before the Committee

FOLLOW UP OF THE AUDITOR-GENERAL'S PERFORMANCE AUDIT REPORTS OCTOBER 2009- SEPTEMBER 2010

Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr Christopher Yates, Performance Audit Leader, Audit Office of NSW
Mr Leslie Wielinga, Director-General, Department of Transport
Mr Craig Dunn, Director of Bus and Ferry Services Contracts, Department of Transport
Mr John Karaboulis, Deputy Director-General, Department of Transport
Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr John Viljoen, Assistant Auditor-General, Audit Office of NSW
Mr Scott Stanton, Assistant Auditor-General, Audit Office of NSW
Mr Michael Johnston, Performance Audit Leader, Audit Office of NSW
Ms Ethel McAlpine, Deputy Director General, Ageing, Disability and Home Care, Department of Family and Community Services

REPORT ON THE FOLLOW UP OF REPEAT RECOMMENDATIONS FOR THE AUDITOR-GENERAL'S FINANCIAL AUDITS 2010

Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr John Viljoen, Assistant Auditor-General Financial Audit, Audit Office of NSW
Mr Scott Stanton, Assistant Auditor-General Financial Audit, Audit Office of NSW
Mr Des Mooney, General Manager, Land and Property Information, Department of Finance and Services
Dr Richard Sheldrake, Director-General, Department of Primary Industries
Ms Renata Brooks, Deputy Director-General, Catchment and Land, Department of Primary Industries
Ms Ann King, A/Chief Executive, Roads and Maritime Services
Mr Paul Hesford, Director, Finance and Corporate Services, Roads and Maritime Services
Mr Mike Veysey, Director, Network Services, Roads and Maritime Services

THE ECONOMICS OF ENERGY GENERATION

Mr Mark Duffy, Deputy Director General, Department of Trade and Investment, Regional Infrastructure and Services, Resources and Energy
Mr Andrew Lewis, Executive Director – Energy, Department of Trade and Investment
Mr David Swift, Executive General Manager, Australian Energy Market Operator (AEMO)
Ms Lana Stockman, Manager - Wholesale Regulation, TRUenergy
Mr Ross Edwards, General Manager - Business Development, TRUenergy
Mr Peter Morris, Director - Economic Policy, Australian Coal Association
Mr Greg Sullivan, Deputy Chief Executive Officer, Australian Coal Association
Ms Sue-Ern Tan, Deputy CEO, NSW Minerals Council
Ms Clare Savage, Executive General Manager, Energy Supply Association of Australia
Mr Russell Marsh, Policy Director, Clean Energy Council
Mr Peter McIntyre, Managing Director, TransGrid
Mr Jonathan Upson, Senior Development and Government Affairs Manager, Infigen Energy

PUBLIC ACCOUNTS COMMITTEE

WITNESSES APPEARING BEFORE THE COMMITTEE

Dr Alex Wonhas, Director, CSIRO Energy Transformed Flagship
Mr Paul Graham, Energy Economist, CSIRO Energy Transformed Flagship
Mr Lane Crockett, General Manager, Pacific Hydro Australia
Mr Tim Reardon, Executive Director, National Generators Forum
Mr Greg Everett, Director, National Generators Forum
Mr Edward Santow, Chief Executive Officer, PIAC
Mr Tom Leuner, General Manager - Markets Branch, Australian Nuclear Association
Mr Chris Pattas, General Manager - Network Regulation South, Australian Nuclear Association
Mr Mark Wilson, Director - AER Wholesale Markets, Australian Nuclear Association
Professor Dianne Wiley, Program Manager, CO2CRC
Mr Barry Jones, General Manager - Policy Membership, Global CCS Institute
Ms Sarah McNamara, Head of Government and Community Engagement, AGL Energy Limited
Mr Tim Nelson, Director - Economic Policy and Sustainability, AGL Energy Limited
Mr Paul Ashby, General Manager - Commercial Development, AGL Energy Limited

**REPORT ON THE EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDITS
SEPTEMBER 2010-FEBRUARY 2011**

Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr Robert Mathie, Assistant Auditor-General, Audit Office of NSW
Mr Seam Crumlin, Director - Performance Audit, Audit Office of NSW
Mr Phil Minns, Deputy Director General - Government Group, Department of Premier and Cabinet
Ms Emily Morgan, A/Chief Information Officer, Department of Premier and Cabinet
Mr Malcolm Freame, Acting Chief Information Officer, Department of Finance and Services
Mr William Murphy, Executive Director - ICT Policy, Department of Finance and Services
Dr Rohan Hammett, Deputy Director General - Strategy & Resources, NSW Ministry of Health
Mr David McGrath, Director - Mental Health and Drug and Alcohol Office, NSW Health
Ms Robyn Burley, Director - Workforce Planning & Development, NSW Ministry of Health
Ms Karen Crawshaw, Deputy Director General, Governance - Workforce & Corporate, NSW Ministry of Health
Mr Mark Paterson, Director General, Department of Trade and Investment, Regional Infrastructure and Services
Commissioner Mike Willis, Acting Chief Executive, Ambulance Service of NSW
Dr Ron Manning, Director - Statewide Services, Ambulance Service of NSW

PROCUREMENT AND MANAGEMENT OF ICT SERVICES IN THE NSW PUBLIC SECTOR

Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr Scott Stanton, Assistant Auditor-General, Audit Office of NSW
Mr Anthony Lean, Deputy Director General, Department of Finance and Services
Mr William Murphy, Executive Director - ICT Policy, Department of Finance and Services
Mr Paul Dobbie, Acting Executive Director - NSW Procurement, Department of Finance and Services
Mr Phil Minns, Deputy Director General - Government Group, Department of Premier and Cabinet
Mr David Schneider, Chief Information Officer, Department of Premier and Cabinet
Dr Robert Waldersee, Executive Director - Corruption Prevention Division, Independent Commission Against Corruption
Mr Benjamin Marx, Acting Principal Officer - Policy Research and Analysis, Independent Commission Against Corruption
Mr Stephen Quain, Corruption Prevention Officer, Independent Commission Against Corruption

Mr Mark Paterson, Director General, Department of Trade and Investment
Mr David Kennedy, Chief Information Officer, Department of Trade and Investment
Mr Peter Duncan, Chief Executive, Roads and Maritime Services
Mr Peter Wells, Director - Customer and Compliance, Roads and Maritime Services
Mr Paul Hesford, Director – Corporate, Roads and Maritime Services
Ms Sandra Coleman, Chief Information Officer, Roads and Maritime Services
Mr Athol Chalmers, Federal Government and Industry Adviser, Australian Computer Society
Mr Peter Riordan, Deputy Director General, Department of Education and Communities
Mr Michael McMahon, General Manager - Learning Management and Business Reform Program, Department of Education and Communities
Mr Dylan Jay, Director and Chief Technology Officer, Preta Web Pty Ltd
Ms Virginia Choy, Director and Business Development Manager, Preta Web Pty Ltd
Mr Randall Lumbewe, Managing Director, Syndeticom Electrical and Communications
Mr Joseph Rayment, Account Manager, Ethan Group
Mr Anthony Miller, Managing Director, Wot-Link Pty Ltd
Ms Margaret O'Tarpey, Chief Executive Officer, Australian Institute of Project Management
Mr Christopher Mansfield, NSW Chapter President, Australian Institute of Project Management
Mr Mike Kano, NSW State Councillor, Australian Institute of Project Management
Mr David Hudson, National President, Australian Institute of Project Management
Ms Suzanne Campbell, Chief Executive Officer, Australian Information Industry Association
Mr Peter Riordan, Deputy Director General, Department of Education and Communities
Mr Michael McMahon, General Manager - Learning Management and Business Reform Program, Department of Education and Communities
Mr Paul Dobbie, Acting Executive Director - NSW Procurement, Department of Finance and Services
Mr Peter Achterstraat, Auditor-General, Audit Office of NSW

EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDITS APRIL 2011-SEPTEMBER 2011

Mr Paul Dobbie, Acting Executive Director - NSW Procurement, Department of Finance and Services
Mr David McGrath, Director - Mental Health Drug and Alcohol Officer, NSW Health
Superintendent Patrink Paroz, Commander of Drug and Alcohol Coordination, NSW Police
Mr Peter Achterstraat, Auditor-General, Audit Office of NSW

EFFICIENCY AND EFFECTIVENESS OF THE AUDIT OFFICE OF NEW SOUTH WALES

Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr Rob Mathie, Assistant Auditor-General, Audit Office of NSW
Mr Anthony Whitfield, Deputy Auditor-General, Audit Office of NSW
Mr Grahame Gibbs, Manager - Division of Local Government, Department of Premier and Cabinet
Mr Philip Gaetjens, Secretary, NSW Treasury
Mr Mark Pellowe, Senior Director, NSW Treasury
Mr Mark Ronsisvalle, Deputy Secretary, NSW Treasury
Mr Tony Hall, Financial Controller, University of Newcastle
Mr Russell Coleman, Audit Principal, Australian National Audit Office
Dr Tom Ioannou, Group Executive Director, Australian National Audit Office
Ms Amanda Smithers, Senior Policy Officer, Council of Social Service New South Wales

PUBLIC ACCOUNTS COMMITTEE

WITNESSES APPEARING BEFORE THE COMMITTEE

EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDITS OCTOBER 2011-MARCH 2012

Ms Margaret Predergast, General Manager - Centre for Road Safety, Transport for NSW
Mr Tim Reardon, Deputy Director General - Policy & Regulation, Transport for NSW
Mr Evan Walker, Principal Manager - Safe Systems, Centre for Road Safety, Transport for NSW
Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr Tony Whitfield, Deputy Auditor-General, Audit Office of NSW
Mr Rob Mathie, Assistant Auditor-General, Audit Office of NSW
Mr Alan Berendsen, Associate Director - Workplace Relations and Management, NSW Ministry of Health
Mr Graham Jenkins, State Manager - Service Centres Newcastle and Parramatta, HealthShare NSW

FOLLOW UP OF THE AUDITOR-GENERAL'S 2012 FINANCIAL AUDIT REPORTS

Mr John Clark, Assistant Director General - Corporate Services, Department of Premier and Cabinet
Mr David Schneider, Chief Information Officer, Department of Premier and Cabinet
Mr William Murphy, Executive Director - Strategic Policy, Department of Finance and Services
Mr Malcolm Freame, A/Deputy Director General - Corporate Services, Department of Finance and Services
Mr Tony Whitfield, Deputy Auditor-General, Audit Office on NSW
Mr Desmond Mooney, General Manager, Land and Property Information
Mr Brett Newman, Chief Executive Officer, Government Property NSW

POLYGENERATION IN NEW SOUTH WALES

Mr Tom Grosskopf, Director, Metropolitan Bank - Regional Operations, NSW Office of Environment and Heritage
Ms Samantha McLean, Senior Team Leader - Commercial Buildings Regionals, NSW Office of Environment and Heritage Operations Group
Mr Neil Gordon, Manager - Asset and Network Planning, Ausgrid
Ms Pamela Henderson, Chief Engineering, Ausgrid
Mr Peter Coombes, Senior Program Manager - Green Infrastructure, City of Sydney
Mr Allan Jones, Chief Development Officer, City of Sydney
Mr Andrew Lewis, Executive Director, Energy - Department of Resources and Energy, NSW Trade and Investment
Mr Glenn Byres, NSW Executive Director, Property Council of Australia
Mr Mendo Kundevski, Business Proprietor, NEU Consulting
Mr Peter Gayen, Manager - Networks Commercial, APA Group
Mr Adam Pegg, Head of Environment Development, APA Group
Mr Scott Martin, Manager - Commercial Operations, Jemena Gas Networks (NSW)
Ms David Musson, General Manager - Gas Networks Commercial, Jemena Gas Networks (NSW)
Mr Simon Helps, Vice President, Energy Efficiency Council
Mr Rob Thomson, President, Energy Efficiency Council
Mr Rob Murray-Leach, CEO, Energy Efficiency Council

EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDITS APRIL 2012-AUGUST 2012

Mr Grant Hehir, Auditor-General, Audit Office of NSW
Mr Rob Mathie, Assistant Auditor-General - Performance Audit, Audit Office of NSW
Mr Sean Crumlin, Business Team Leader - Performance Audit, Audit Office of NSW

Mr Brian Smyth-King, Executive Director - Learning and Engagement, Department of Education and Communities

Ms Jane Simmons, Executive Director - Learning and Leadership, Department of Education and Communities

Dr David Cullen, Director - Early Learning and Primary Education, Department of Education and Communities

Ms Cindy Berwick, President, NSW Aboriginal Education Consultative Group

Mr Chris Eccles, Director General, Department of Premier and Cabinet

Ms Georgina Harrison, Acting Deputy Director General, Department of Premier and Cabinet

Mr Hakan Harman, Chief Executive Officer, Community Relations Commission

Ms Stephanie Von Helle, Director – Policy and Community Relations, Community Relations Commission

EXAMINATION OF THE AUDITOR-GENERAL'S PERFORMANCE AUDIT REPORTS SEPTEMBER 2012-MARCH 2013

Mr Grant Hehir, Auditor-General, Audit Office of NSW

Mr Rob Mathie, Assistant Auditor-General - Performance Audit, Audit Office of NSW

Mr Tony Whitfield, Deputy Auditor-General - Financial Audit, Audit Office of NSW

Superintendent Tony Crandell, Commander - Surry Hills Exhibit Centre, NSW Police Force

Detective Superintendent Paul Glinn, Forensic Service Group, NSW Police Force

Mr Ross Woodward, Chief Executive Officer, Division of Local Government

TENANCY MANAGEMENT IN SOCIAL HOUSING

Mr Trevor Wetmore, Acting Executive Officer, St George Community Housing

Mr Andrew McNulty, Chief Executive Officer, Link Housing

Ms Lucy Burgmann, Chief Executive Officer, NSW Federation of Housing Association

Ms Margaret Kaszo, Chief Executive Officer, Southern Cross Community Housing

Ms Andrea Galloway, Chief Executive Officer, Evolve Housing

Ms Mary Perkins, Executive Officer, Shelter NSW

Mr Adam Farrar, Senior Policy Officer, Shelter NSW

Dr Chris Martin, Senior Policy Officer, Tenants' Union

Ms Jacqui Swinburne, Acting Chief Executive Officer, Redfern Legal Centre

Mr Tom McDonald, Tenant Advocate, Redfern Legal Centre

Ms Lindsay Ash, Tenant Advocate, Redfern Legal Centre

Ms Kate Finch, Advocacy Projects Manager, People with Disability Australia

Ms Catherine Posniak, Individual Advocate, People with Disability Australia

Mr Warren Gardiner, Senior Policy Officer, NCOSS

Ms Tracy Howe, Chief Executive Officer, Council of Social Service of NSW

Dr Aida Morden, Individual Advocate, Side by Side Advocacy

Ms Christine Agius, Executive Officer, Action for People with Disability

Mr Rick Banyard, Committee Member, Property Owners Association of NSW

Ms Sonia Rhodes, PSA Delegate Housing NSW, Public Service Association of NSW

Ms Leonie Donohue, PSA Delegate Housing NSW, Public Service Association of NSW

Ms Michelle Bogatryrov, PSA Industrial Advocate, Public Service Association of NSW

Ms Kate O'Connor, Acting Manager – City Business and Safety, City of Sydney

Mr Dominic Grenot, Project Manager – Safe City, City of Sydney

Dr Lisa Simone, Manager – Safe City, City of Sydney

Ms Anne Skewes, Deputy Secretary – Land and Housing Corporation, Department of Family and Community Services

PUBLIC ACCOUNTS COMMITTEE

WITNESSES APPEARING BEFORE THE COMMITTEE

Mr Paul Vevers, Deputy Secretary – Southern Cluster, Department of Family and Community Services

Ms Leonie King, Executive Director - Community and Private Market Housing, Department of Family and Community Services

Ms Mandy Young, Acting Chief Executive – Aboriginal Housing Office, Department of Family and Community Services

Dr Ian Winter, Executive Director, Australian Housing and Urban Research Institute

Dr Michael Fotheringham, Deputy Executive Director, Australian Housing and Urban Research Institute

Mr Hal Pawson, Professor, City of Futures Research Centre UNSW

Ms Vivienne Milligan, Associate Professor, City Futures Research Centre UNSW

EXAMINATION OF AUDITOR-GENERAL'S PERFORMANCE AUDIT REPORTS MAY 2013-JULY 2013

Mr Michael Wright, Acting Deputy Chief Executive, National Parks and Wildlife Service

Mr Gary Dunnett, Acting Director - Park Strategy and Services, National Parks and Wildlife Service

Mr Grant Hehir, Auditor-General, Audit Office of NSW

Mr Rob Mathie, Assistant Auditor-General – Performance Audit, Audit Office of NSW

Mr Sean Crumlin, Director – Performance Audit, Audit Office of NSW

Ms Anne Skewes, Deputy Secretary – Land and Housing Corporation, Department of Family and Community Services

Mr Paul Vevers, Deputy Secretary – Southern Cluster, Department of Family and Community Services

Appendix Five – ACPAC Conference Delegates

AUSTRALIA

Mr Steve Chapman, Deputy Auditor General, Australian National Audit Office
Dr Paul Nicoll, Executive Director, Australian National Audit Office
Mr Robert Oakeshott MP, Chair, Joint Committee of Public Accounts and Audit
Mr David Brunoro, Secretary, Joint Committee of Public Accounts and Audit
Mr Shane Armstrong, Senior Researcher, Joint Committee of Public Accounts and Audit
Dr Stephen Sherlock, Director, Centre for Democratic Institutions
Mr Grant Harrison, Deputy Director, Centre for Democratic Institutions
Dr Mark Shying, Senior Policy Advisor, Certified Practising Accountants

NEW SOUTH WALES

Mr Peter Achterstraat, Auditor-General, Audit Office of NSW
Mr Rob Mathie, Assistant Auditor-General, Audit Office of NSW
Mr John Viljoen, Assistant Auditor-General, Audit Office of NSW
Mr Jonathan O’Dea MP, Chair, Public Accounts Committee
Dr Geoff Lee MP, Deputy Chair, Public Accounts Committee
Mr John Williams MP, Public Accounts Committee
Mr Michael Daley MP, Public Accounts Committee
Mr Bart Bassett MP, Public Accounts Committee
Mr Greg Piper MP, Public Accounts Committee
Ms Rachel Simpson, Committee Director, Public Accounts Committee
Dr Abigail Groves, Committee Director, Public Accounts Committee
Mr Jim Mitchell, Chair, NSW Parliament Audit and Risk Committee
Mr Jim Longley, Former Chair of Public Accounts Committee
Mr Paul McLeay, Former Chair of Public Accounts Committee
Mr Michael Egan, Former Chair of Public Accounts Committee
Mr Andrew Tink, Former Chair of Public Accounts Committee
Mr Russell Grove, Clerk Emeritus of the Legislative Assembly

AUSTRALIAN CAPITAL TERRITORY

Mr Zed Seselja MLA, Chair, Standing Committee on Public Accounts
Ms Mary Porter AM MLA, Deputy Chair, Standing Committee on Public Accounts
Mr Brendan Smyth MLA, Standing Committee on Public Accounts
Dr Chris Bourke MLA, Standing Committee on Public Accounts
Dr Andréa Cullen, Secretary, Standing Committee on Public Accounts
Dr Brian Lloyd, Secretary, Standing Committee on Public Accounts

NORTHERN TERRITORY

Mr Frank McGuinness, Auditor-General, Northern Territory Auditor-General’s Office
Ms Lia Finocchiaro MLA, Chair, Public Accounts Committee
Mr Gerry Wood MLA, Public Accounts Committee
Mr Russell Keith, Clerk Assistant Committees, Public Accounts Committee

QUEENSLAND

PUBLIC ACCOUNTS COMMITTEE
ACPAC CONFERENCE DELEGATES

Mr Andrew Greaves, Auditor-General, Queensland Audit Office
Mr Mark Stewart MP, Finance and Administration Committee
Mrs Freya Ostapovitch MP, Finance and Administration Committee
Mr Reg Gulley MP, Finance and Administration Committee
Ms Deborah Jeffrey, Research Director, Finance and Administration Committee

SOUTH AUSTRALIA

Ms Lyn Breuer, Presiding Member, Economic and Finance Committee
Ms Susie Barber, Research Officer, Economic and Finance Committee
The Hon Gerry Kandlaars MLC, Statutory Authorities Review Committee
The Hon Terry Stephens MLC, Statutory Authorities Review Committee
Ms Linda Eckert, Acting Committee Secretary, Statutory Authorities Review Committee

TASMANIA

Mr Mike Blake, Auditor-General, Tasmanian Audit Office
The Hon Ivan Dean MLC, Deputy Chair, Joint Standing Committee of Public Accounts

VICTORIA

Dr Peter Frost, Acting Auditor-General, Victorian Auditor-General's Office
Mr Marco Bini, Director Policy & Coordination, Victorian Auditor-General's Office
Mr David Morris MP, Chair, Public Accounts and Estimates Committee
Mr Craig Ondarchie MLC, Public Accounts and Estimates Committee
Mr Robin Scott MP, Public Accounts and Estimates Committee
Mr Neil Angus MP, Public Accounts and Estimates Committee
Ms Valerie Cheong, Executive Officer, Public Accounts and Estimates Committee
Mr Christopher Gribbin, Senior Research Officer, Public Accounts and Estimates Committee

WESTERN AUSTRALIA

Mr Colin Murphy, Auditor-General, Office Of the Auditor-General
Mr Tim Hughes, Principal Research Officer, Public Accounts Committee
Ms Lucy Roberts, Research Officer, Public Accounts Committee
Ms Susan O'Brien, Advisory Officer (Legal), Parliament of Western Australia

AUTONOMOUS REGION OF BOUGAINVILLE

The Hon Cosmas Sohia MP, Chair, Public Accounts Committee
Mr Douglas Pisi, Secretary, Public Accounts Committee

SAMOA

The Hon Papaliitele Niko Lee-Hang MP, Chair, Public Accounts Committee

TONGA

Mr 'Aisake Eke MP, Chair, Standing Committee on Public Accounts
Mr Mo'ale Finau MP, Standing Committee on Public Accounts

NEW ZEALAND

Mrs Phillippa Smith, Deputy Auditor-General, Office of the Auditor-General

Mr Todd McClay MP, Chair, Finance and Expenditure Committee
The Right Hon Winston Peters MP, Finance and Expenditure Committee
Mr James Picker, Clerk of Committees, Finance and Expenditure Committee

PAPUA NEW GUINEA

The Hon John Hickey MP, Chair, Public Accounts Committee
Mr Repe Rambe, Secretary, Public Accounts Committee

FIJI

Mr Tevita Bolanavanua, Auditor-General, Office of the Auditor-General

INDONESIA

Dr Hadi Poernomo AK, Chair, Audit Board of the Republic of Indonesia (BPK RI)
Mr Supto Amal Damandari, Board Member, BPK RI
Mr Bahtiar Arif, Head of Public and International Relations Bureau, BPK RI
Mr Hery Subowo, Director of Research and Development, BPK RI
Dr Sumarjati Arjoso SKM, Chair, State Finance Accountability Committee (BAKN)
Mr Teguh Juwarno M.Si, Apggota, BAKN
Dr Eddy Rasyidin, Expert Staff, BAKN
Prof. Dr Farouk Muhammad, Chair, Public Accountability Committee (DPD RI)
Mr Abdul Gafar Usman, DPD RI
Ms Idah Noor Safitri, Secretariat Staff, DPD RI
Ms Novnaliana Tambunan, Vice Consul, Consulate General

KIRIBATI

Mrs Matereta Raiman, Auditor-General, National Audit Office

SOUTH AFRICA

Mr Mohsien Hassim, Corporate Executive, Office of the Auditor-General
Mr Thembelani Vanqa, Project Manager, Office of the Auditor-General
Ms Thapelo Chiloane MP, Standing Committee on Public Accounts
Ms Sarah Mangena MP, Standing Committee on Public Accounts
Mr Peter-Paul Mbele, Parliamentary Official, Standing Committee on Public Accounts

SOUTH AFRICA -FREE STATE LEGISLATURE

The Hon Cornelius Van Rooyen MP, Chair, Portfolio Committee on Public Accounts
The Hon Maureen Scheepers MP, Portfolio Committee on Public Accounts
The Hon Abraham Oosthuizen MP, Portfolio Committee on Public Accounts
The Hon Peter Frewen MP, Portfolio Committee on Public Accounts
The Hon Mantoa Thoabala MP, Portfolio Committee on Public Accounts
Ms Shirley Mamashie, Committee Coordinator, Portfolio Committee on Public Accounts
Ms Mobakeng Senago, Researcher, Portfolio Committee on Public Accounts

SOUTH AFRICA - GAUTENG PROVINCIAL LEGISLATURE

PUBLIC ACCOUNTS COMMITTEE
ACPAC CONFERENCE DELEGATES

The Hon Nomantu Nkomo-Ralehoko MP, Chair of Committees
The Hon Siphon Makama MP, Chair, Public Accounts Committee
The Hon Refiloe Ndzuta MP, Public Accounts Committee
The Hon Wally Valentine Mbatha MP, Public Accounts Committee
Ms Glenda Steyn, Member, Public Accounts Committee
Mr Dioko Simon Magolego, Senior Committee Coordinator, Public Accounts Committee

SOUTH AFRICA - LIMPOPO LEGISLATURE
The Hon Derrick Ngobeni, Treasurer, Standing Committee of Public Accounts

SOUTH AFRICA - NORTHERN CAPE PROVINCIAL LEGISLATURE
Miss Johanna Beukes, Deputy Speaker

UGANDA
The Hon Chrissy Jack Sabiiti MP, Chair, Local Government Accounts Committee (LGAC)
The Hon Kasiano Waldri MP, Chair, Public Accounts Committee
The Hon Lilly Adong MP, Public Accounts Committee
The Hon Kafuda Boaz MP, Public Accounts Committee
The Hon William Nzoghu MP, Public Accounts Committee
The Hon Muhammad Muwanga Kivumbi MP, Public Accounts Committee
Ms Alice Penninah Muheirwe, Secretary, Public Accounts Committee

VANUATU
Mr John Path, Auditor-General, Office of the Auditor-General
Mrs Stephanie Mailesi, Secretary, Parliament of Vanuatu

UNITED KINGDOM
Mr Austin Mitchell MP, Public Accounts Committee
Mr Adrian Jenner, Committee Clerk, Public Accounts Committee

Appendix Six – Extracts of Minutes

MINUTES OF MEETING 87

9:50am
Thursday 23 October 2014
Room 1043, Parliament House

Members present

Mr O’Dea (Chair), Dr Lee, Mr Piper, Mr Williams, Mr Daley

Officers in attendance

Abigail Groves, David Hale, Leon Last, Abigail Javier, Tanja Zech

1. Apologies

An apology was received from Mrs Sage.

2. Confirmation of minutes

Resolved, on the motion of Mr Williams, seconded by Mr Piper: That the minutes of meeting no. 86 held on 16 October 2014 be confirmed.

3. ***

4. ***

5. ***

6. Report on Public Accounts Committee of the 55th Parliament

The Chair advised that he has directed the secretariat to prepare a report on the Committee’s activities in the 55th Parliament.

7. ***

The Committee adjourned at 10.05am.

MINUTES OF MEETING 88

9:50am
Thursday 6 November 2014
Room 1043, Parliament House

Members present

Mr O’Dea (Chair), Dr Lee, Mr Piper, Mr Williams, Mr Daley

Officers in attendance

Abigail Groves, Leon Last, Abigail Javier

1. Apologies

Apologies were received from Dr Lee and Mrs Sage.

2. Confirmation of previous minutes

Resolved, on the motion of Mr Piper, seconded by Mr Williams: That the minutes of meeting no. 87 held on 23 October 2014 be confirmed.

3. ***

4. ***

5. ***

6. ***

7. Report on Public Accounts Committee of the 55th Parliament

The Chair advised that the Report on the Committee's work in the 55th Parliament is being drafted and will be circulated to members next week.

8. ***

The Committee adjourned at 10.02am.

MINUTES OF MEETING 89

1.35pm

Thursday 13 November 2014

Room 1136, Parliament House

Members present

Mr O'Dea (Chair), Dr Lee, Mr Piper, Mr Daley, Mr Williams,

Officers in attendance

Elaine Schofield, Abigail Groves, David Hale, Leon Last, Abigail Javier

1. Apologies

An apology was received from Mrs Sage.

2. Report on Public Accounts Committee of the 55th Parliament

The Committee considered the draft report.

Resolved, on the motion of Mr Williams, seconded by Mr Piper: That the Committee adopt the Chair's draft Report on the Public Accounts Committee of the 55th Parliament as the report of the Committee, to be signed by the Chair and presented to the House; that the Chair and the secretariat be permitted to correct stylistic, typographical and grammatical errors; and that, once tabled, the report be published on the Committee's website.

3. ***

4. ***

5. Other business

The Chair advised that the Report on Tenancy Management in Social Housing will be tabled on Tuesday 18 November and the Report on the Public Accounts Committee of the 55th Parliament on Wednesday 19 November. The take note debate will take place on Thursday 20 November.

The Chair also advised that he will circulate an edition of the Committee newsletter for the information of members.

6. Adjournment

The Committee adjourned at 1.50pm.