



THIRTY-EIGHTH PARLIAMENT

REPORT 17
STANDING COMMITTEE ON ESTIMATES AND
FINANCIAL OPERATIONS
BUDGET ESTIMATES 2007/08

Presented by Hon Giz Watson MLC (Chair)

April 2009

STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

Date first appointed:

30 June 2005

Terms of Reference:

The following is an extract from Schedule 1 of the Legislative Council Standing Orders:

“2. Standing Committee on Estimates and Financial Operations

2.1 An *Estimates and Financial Operations Committee* is established.

2.2 The Committee consists of 5 Members, 3 of whom shall be non-government Members.

2.3 The functions of the Committee are to consider and report on -

- (a) the estimates of expenditure laid before the Council each year;
- (b) any matter relating to the financial administration of the State;
- (c) any bill or other matter relating to the foregoing functions referred by the House;
- (d) to consult regularly with the Auditor General and any person holding an office of a like character.”

Members as at the time of this inquiry:

Hon Giz Watson MLC (Chair)

Hon Sheila Mills MLC

Hon Ken Travers MLC (Deputy Chair)

Hon Helen Morton MLC

Hon Brian Ellis MLC

Staff as at the time of this inquiry:

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ISBN 978 1 921243 87 5

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REPORT OF THE STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

IN RELATION TO THE

BUDGET ESTIMATES 2007/08

1 REFERENCE AND PROCEDURE

The estimates of expenditure

- 1.1 Government revenue goes into the Consolidated Account¹, which is the major source of funding for the State public sector.² The ‘estimates of expenditure’ comprise the Appropriation (Consolidated Account) Bills and the supporting documentation (**Budget Papers**). On an annual basis these are presented to Parliament in order that Government may access or ‘appropriate’ money from the Consolidated Account to fund expenditure by the Government over a given financial year.³
- 1.2 It is a function of the Estimates and Financial Operations Committee (**Committee**) to consider and report to the Legislative Council (**Council**) on the estimates of expenditure laid before the Council each year.⁴
- 1.3 This report relates to the Committee’s Ongoing Hearings held in relation to the Budget Estimates for 2007/08.⁵

The Committee’s approach

- 1.4 The Committee adopted a Budget Estimates Hearings approach for this task as follows:
- i) hearings held throughout the year (**Ongoing Hearings**); and
 - ii) hearings held soon after the Budget Papers are tabled in the House, over one to three consecutive days (**Annual Hearings**).

¹ Subsequent to the assent of the *Financial Management Act 2006* on 21 December 2006, the Consolidated Fund is now called the Consolidated Account.

² The major revenue sources for the Western Australian Government include taxes, imposts, fines, rates, duties, royalties and Commonwealth Government grants: section 64, *Constitution Act 1889*, and section 8 of the *Financial Management Act 2006*.

³ Section 72, *Constitution Act 1889*.

⁴ Term of reference 2.3(a).

⁵ The 2007/08 Budget Statements were tabled in the Legislative Council on 19 June 2007. The Appropriation (Consolidated Account) Bill (No. 1) 2007 and the Appropriation (Consolidated Account) Bill (No. 2) 2007 were assented to on 29 June 2007.

- 1.5 The Committee in 2005 commenced a program of ongoing estimates hearings throughout the year which is supplemented by a one day session of 'traditional' annual estimates hearings (concentrating solely on the contents of the Budget Papers) immediately following the tabling of the Budget Papers in the Council.
- 1.6 The hearings are intended to provide all Members of the Council (**Members**) with the opportunity to question a range of government departments and agencies invited to attend for the purpose of examining the estimates of expenditure for a given year.
- 1.7 The Committee's approach is aimed at ensuring that the estimates process is effective and worthwhile and that Members have adequate time and opportunity to question government departments and agencies.

2 ONGOING HEARINGS

- 2.1 The Committee conducted Ongoing Hearings in relation to the 2007/08 Budget in August, September, October, and December 2007.
- 2.2 To assist the Committee in determining which agencies to examine, the Committee surveyed all Members. Forms were distributed to Members asking them to nominate the agencies they would like to appear.
- 2.3 The Committee received four responses nominating 15 different agencies to appear. Of these, five agencies were able to be included in the Committee's program. Six of the agencies nominated had been included in the Committee's Annual Hearings in relation to the 2007/08 Budget. Due to the Committee's focus on the Balga Works Program inquiry, the Committee was not able to include all of the agencies nominated in its hearings program.
- 2.4 The agencies which the Committee heard from are listed in Table 1 below.

Table 1

Ongoing Budget Estimate Hearings

Date	Agency
27 August 2007	Fremantle Port Authority
	Western Australian Land Authority
	Department of Planning and Infrastructure
3 September 2007	Department of Health
17 September 2007	Department of Corrective Services

Date	Agency
22 October 2007	Department of Culture and the Arts
10 December 2007	Department of the Legislative Council
	Parliamentary Services Department

2.5 The Committee observed a Procedure Policy for the conduct of the hearings. The Procedure Policy is attached at **Appendix 1**.

2.6 All Members were notified of the hearings and invited to participate.

2.7 All of the hearings were public and the proceedings were recorded by *Hansard*. Full transcripts of the evidence taken at the hearings can be found at the Committee's web page.⁶

Questions on notice

2.8 In accordance with the Procedure Policy, the Committee invited Members to submit questions on notice two weeks prior to a hearing.

2.9 During the Ongoing Hearings a number of questions were taken on notice.

2.10 If any Member was unable to ask all their questions in the scheduled period, they were provided with the opportunity to submit those questions in writing at the end of the hearing.

2.11 Copies of the questions and answers can be found on the Committee's web page.⁷

Issues raised at the hearings

2.12 This section provides a point form summary of some of the subjects that were raised during the hearings. Refer to the transcripts of the evidence and supplementary information for a complete record of the hearings.⁸

Fremantle Port Authority

- Kwinana bulk terminal infrastructure and equipment program
- Kwinana bulk jetty

⁶ <http://www.parliament.wa.gov.au/web/newwebparl.nsf/iframewebpages/Committees+-+Current> (current at 18 April 2007).

⁷ Ibid.

⁸ Ibid.

- inner harbour port development plan
- environmental impact of the Rous Head extension
- Fremantle waterfront project
- dredging of inner harbour berths
- disposal of waste from shipping

Western Australian Land Authority

- dividend paid to government
- climate change risk assessment on waterfront proposals
- funding of the waterfront development at Albany
- Carnarvon canal development
- community service obligation payments

Department of Planning and Infrastructure

- taxi user subsidy scheme
- Fremantle port outer harbour project
- revenue and expenditure related to pens
- boat registration fees
- mooring fees
- Stephenson highway extension
- upgrade of High Street between Stirling Highway and Carrington Street
- purchase of land for conservation under the Bush Forever program

Department of Health

- waiting times for the adult dental program and school dental program
- State initiatives for prevention of dental disease
- aboriginal health and drug rehabilitation services

- remote and regional services
- aged care in public hospitals
- Hospital in the Home Program
- staff accommodation in regional areas
- national action plan on mental health
- discontinuation of the Respecting Patient Choices program
- mental health rate of re-admission

Department of Corrective Services

- number of federal prisoners housed in state prisons
- contingency plans to address rising prison population
- overcrowding in prisons
- strategies to address workload issues of staff
- vacancy rate in prison officers
- transportation of prisoner services
- rate and length of time of remand imprisonment
- mental health services for prisoners
- cost per day of imprisonment
- strategies to address recidivism

Department of Culture and the Arts

- refurbishment of the upper level and Centenary galleries at the Art Gallery
- planning for a new museum in Western Australia
- construction of new performing arts venue in Northbridge
- asset management by the Department of Culture and the Arts
- funding allocated to the Western Australian Symphony Orchestra

- funding allocated to ScreenWest
- repositories for the State archives
- annual monitor of the arts

Department of the Legislative Council

- awareness program
- training for Members of Parliament
- revision and upgrade of Departmental policies and procedures
- functional review of the Department of the Legislative Council
- drafting services of the Legislative Council

Parliamentary Services Department

- Parliament House security
- business continuity plan
- maintenance of Parliament House building
- information systems security
- information systems upgrades
- Legislative Council chamber upgrade
- Parliament records management system
- parking around Parliament House

Generic questions

2.13 To provide a focus of inquiry the Committee chose a number of whole of government issues to address of each agency which appeared before it (**generic questions**), including:

- i) key performance indicators and performance management;
- ii) Commonwealth State financial relations (cost shifting);
- iii) improving processes;

- iv) implementation of shared services (Office of Shared Services);
- v) fees and charges;
- vi) information systems control/security and quality of agency information;
- vii) public sector workforce shortages; and
- viii) media monitoring.

2.14 The generic questions that the Committee asked are attached at **Appendix 2**. Copies of the answers provided can be found on the Committee's web page.⁹

Committee Comment

2.15 In relation to the areas noted above the Committee makes the following comment:

Key Performance Indicators and Performance Management

2.16 An issue often raised by the Auditor General is the adequate use by agencies of key performance indicators (**KPIs**) to evaluate trends and performance against delivery of their Government Desired Outcomes.¹⁰

2.17 The Auditor General advised the Committee that:

It is not clear if agencies use KPI information to drive improvements in their own performance, or to account to the community about how they are addressing government policy objectives.

Past examinations have found that agencies should improve the quality, scope and accessibility of their performance information, and should consult with stakeholders on what and how it is to be provided to the public.^{11 12}

2.18 Agencies advised the Committee that they use the results of performance monitoring to aid in decision making. However, other forms of survey and review were also utilised by many agencies. The extent to which KPIs are used to drive improvements is unclear to the Committee from the responses received.

⁹ Ibid.

¹⁰ See for example, Auditor General of Western Australia, *Audit Results Report by Ministerial Portfolio at 11 November 2005*, Report 12, November 2005, p4.

¹¹ Letter from Colin Murphy, Auditor General, 22 June 2007.

¹² See for example the Auditor General's Report, *Second Public Sector Performance Report 2006*, Report 8, August 2006.

2.19 The Committee asked agencies to what extent they incorporated the community's priorities into the performance indicators established, how these indicators were expressed and how performance information was reported. The Committee found that community priorities were not explicitly incorporated into the KPIs and were only reflected in them to a very limited extent, generally only to the extent that they reflect government priorities which are a synthesis of community priorities. The KPIs are based rather on the overall goals and desired outcomes as set out in the budget papers.

Commonwealth State financial relations (cost shifting)

2.20 The Auditor General advised the Committee that past audits and examinations have noted the involvement of both Commonwealth and State governments, particularly in the areas of health, education and housing. This can potentially lead to duplication of services, gaps in service delivery (where neither level of government takes responsibility for an issue), and confusion among consumers.¹³

2.21 Agencies advised the Committee that the Commonwealth funding they received was vital, enabling them to carry out their functions and provide particular programs.

2.22 The Committee asked agencies whether Commonwealth and State responsibilities for areas of operation had changed significantly over the last five years. Responses showed that there was little change for the majority of agencies, with only two agencies noting some shift from the Commonwealth to the State.

2.23 Two agencies noted that overlapping responsibility was causing some contention but for the majority there appeared to be no issue with overlap.

Improving processes

2.24 The Committee asked what actions agencies had taken to review existing processes and to either eliminate unnecessary processes or streamline processes. The Committee was satisfied with the responses received which showed that all agencies were reviewing their processes regularly.

Implementation of shared services (Office of Shared Services)

2.25 The Committee notes that adjustments have been made in the Budget for agencies who will be rolled into the Office of Shared Services. However, the implementation of the Office of Shared Services is behind schedule. The Committee asked agencies how this was impacting on agency operation.

¹³ Letter from Colin Murphy, Auditor General, 22 June 2007. See Auditor General Reports: *A Helping Hand: Home-based Services in Western Australia*, Report No 6, June 2007, and 'Regulation of Childcare Services' in the *Second Public Sector Performance Report*, Report No 8, October 2005.

- 2.26 For some agencies the uncertainty created in the Human Resources and Finance sections caused by the delay had a major impact in terms of attracting and retaining staff, delay of upgrades which would have been beneficial to the agency, and increases in operation costs. For other agencies there was little impact on the operations of the agency, or the impact was yet to be determined.
- 2.27 The Committee was also interested in ascertaining how agencies would manage the data migration and data cleansing project for rolling into Shared Services and whether each agency's staffing levels were adequate during this roll-in stage of the project.
- 2.28 Agencies advised that they were developing plans and project teams to manage data migration. For some agencies current staffing levels appeared adequate to manage the migration, other agencies have/will require additional staff, whilst some agencies were not yet able to determine whether additional staff were required or not.

Fees and charges

- 2.29 The Auditor General in his *Second Public Sector Performance Report 2006* noted that agency disclosure of pricing policies was not being satisfactorily complied with by some agencies.¹⁴
- 2.30 The Committee asked agencies whether they set out the process for calculating fees and charges in their annual report. The Committee found that the majority of agencies were still not publishing their fees and charges information (as required by TI 903 13(1)). The Committee finds this to be unsatisfactory. The Committee intends to pursue this matter further with the Auditor General.

Information systems control/security and quality of agency information

- 2.31 Audits and examinations undertaken by the Office of the Auditor General (OAG) have consistently found weaknesses in the security of agency information.¹⁵
- 2.32 The Committee asked agencies what action they had taken to review the six categories of information systems control highlighted by the Auditor General, and what actions have been taken to improve information system security. The Committee will continue to monitor this issue.

¹⁴ Auditor General for Western Australia, *Second Public Sector Performance Report 2006*, Report 8, August 2006, p41.

¹⁵ Letter from Colin Murphy, Auditor General, 22 June 2007. See for example Auditor General of Western Australia, *Audit Results Report by Ministerial Portfolio at 11 November 2005*, Report 12, November 2005.

Public sector workforce shortages

- 2.33 Skills shortages, together with difficulties in recruiting and retaining workers is a major issue currently facing the WA public sector. This has been noted by Government and in a number of the OAG audits and examinations.
- 2.34 The Committee pursued this issue with the agencies. The Committee found that all but two agencies of the 18 agencies questioned, were experiencing problems retaining skilled staff and/or recruiting to fill staff vacancies, and all were implementing a range of strategies to assist in recruiting and retaining staff.
- 2.35 Impacts on agencies included increased costs and greater reliance on temporary staff, consultants and contractors.

Budget Actual vs Estimated Actual

- 2.36 The Committee was interested in ascertaining whether there was a significant differentiation between the estimated actual and the budget actual as recorded in the budget statements, 'Appropriation and Forward Estimates'. The Committee compared the '2006-07 Actual' amount with the '2006/07 Estimated Actual' and found that almost all agencies either underestimated or overestimated the budget amount required for the budget year, from between \$1,000,000 to over \$180,000,000. This is a matter the Committee will continue to monitor further, including the reasons for the discrepancies.

Media monitoring

- 2.37 The Committee was interested in ascertaining whether agencies were engaged in media monitoring and if so how much they were spending on such services. The Committee found that almost all agencies engaged in media monitoring and utilised the services of Media Monitors for this purpose. Agency spending on media monitoring varied between agencies from \$1,000 to \$85,000 per annum.

Committee Comment

- 2.38 The Committee was pleased with how the third series of Ongoing Hearings have been conducted and with the quality of the responses provided by agencies.
- 2.39 The Committee noted that only a limited number of non-Committee Members attended the hearings. The Committee reminds Members that it has established the Ongoing Hearings in order to provide Members with adequate time and opportunity to question government agencies in detail. The Committee encourages all Members of the Council to participate in order to ensure that an effective and worthwhile estimates process is conducted.

A handwritten signature in black ink that reads "G. Watson". The signature is written in a cursive, slightly slanted style.

Hon Giz Watson MLC
Chair

Date: 9 April 2009

APPENDIX 1

2007/08 ESTIMATES HEARINGS PROCEDURE POLICY

STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

2007/08 ESTIMATES HEARINGS PROCEDURE POLICY

1. CONDUCT OF THE 2007/08 ESTIMATES HEARINGS

- 1.1 The Estimates and Financial Operations Committee (Committee) has the function of considering the estimates of expenditure laid before the Council each year. The conduct of the estimates hearings is determined by the Committee in accordance with the Standing Orders of the Legislative Council.
- 1.2 A Member of the Committee will preside over the estimates hearings and has those powers necessary or incidental to the maintenance of the orderly conduct of its proceedings.

2. SELECTION OF AGENCIES TO BE REVIEWED

- 2.1 The Committee will determine which departments/agencies are to be reviewed. To assist the Committee in making its determination, a survey will be distributed amongst all Members of the Legislative Council inviting suggestions. Members will be requested to advise the Committee of any specific area of interest with the department/agency, to ensure the attendance at the hearings of the relevant departmental/agency staff.

3. CIRCULATION OF NOTICES, INVITATIONS AND PROCEDURAL GUIDELINES PRIOR TO THE HEARINGS

- 3.1 At the earliest possible opportunity, the Committee will issue notices, invitations and procedural guidelines as follows:
- a) an invitation to the Chief Executive Officer (CEO) and the responsible Minister/Parliamentary Secretary for each department/agency to be examined by the Committee to attend the estimates hearings, including the date and time of the hearing and this Procedure Policy; and
 - b) a notice to all members of the Legislative Council advising of the estimates hearings including the departments/agencies that will attend, the date and time of the hearings and this Procedure Policy.

4. WITNESS INFORMATION SHEET

- 4.1 Ministerial advisors and departmental/agency staff appearing before the Committee will be requested to complete a "Witness Information Sheet" (a copy is attached at Appendix A). All the information sought is necessary to allow Hansard to meet various requirements involved in producing a final and correct document.

5. QUESTIONS ON NOTICE LODGED PRIOR TO THE ESTIMATES HEARINGS

5.1 Questions on notice may be lodged by Members of the Legislative Council with the Committee Clerk no later than two weeks prior to the hearings.

5.2 The procedure for handing up questions on notice is as follows:

- a) questions on notice must be provided by electronic e-mail, followed by a signed hard copy, and must clearly identify:
 - the name of the Member asking the question; and
 - the correct name of the department/agency required to answer the question;
- b) each Member may provide no more than five questions on notice to each department/agency, with each Member's list of questions for a particular department/agency not to exceed a single A4 page in length (using at least 10 point Times New Roman in accordance with Hansard's requirements); and
- c) questions on notice must comply in all other respects with this Procedure Policy.

5.3 These questions will be forwarded to the department/agency via the responsible Minister. Responses to these questions are required three days prior to the hearing. Upon receipt of the department/agency's written response, the Chair will distribute the response to the Member who submitted the question.

6. ASKING OF QUESTIONS

6.1 The Chair will facilitate the asking of questions by all Members present at a particular hearing (subject to time constraints).

6.2 The calling of questions is at the Chair's discretion. During the hearings, questions should be directed through, and be acknowledged by, the Chair.

6.3 Members who provide questions on notice will be given priority to ask questions after the Committee members.

6.4 Questions must relate to the 2007/08 Budget Papers or the content of the particular department's/agency's most recent annual report and should not be:

- a) hypothetical; or
- b) questions regarding Government Policy, unless directed towards the Minister (Standing Order 331).

6.5 The Chair has the discretion to rule a question out of order.

6.6 Questions will only be permitted during the time allocated for the hearing.

6.7 At the Chair's discretion, if there is a small number of questions outstanding at the close of a particular hearing these questions may be directed to the relevant department/agency in writing through the Chair. Outstanding questions should be handed to the Committee Clerk immediately after the close of each hearing for forwarding to the department/agency via the responsible Minister. Responses to such questions will be requested by the relevant department/agency within ten working days of receipt of the question. Upon receipt of the department/agency's written response, the Chair will distribute the response to the Member who asked the question.

7. QUESTIONS TAKEN ON NOTICE

7.1 Questions that are asked during the hearings which the departmental/agency representatives then present are unable to answer prior to the end of the hearing will be taken on notice. Each question taken on notice during the hearing will be allocated a number by the Chair to facilitate identification of the question in Hansard.

7.2 Following each hearing, the Committee Clerk will forward a copy of all questions taken on notice, as they appear in the uncorrected Hansard, to the office of the Minister responsible for the relevant department/agency, copied to the relevant department/agency CEO. Departments/agencies responding to questions taken on notice should do so through their responsible Minister. Responses to questions should be in accordance with the procedure set out in Appendix B.

7.3 The department/agency's response to the questions on notice, and other supplementary information, should be provided in both hard copy and electronic e-mail, in Word format.

7.4 Responses are required within ten working days of the Committee Clerk's initial forwarding date of questions to the responsible Minister.

APPENDIX A

Committee Hearings Information for Witnesses

Important: Please read the following notes before giving evidence.

Full Name: (Title) (First Name) (Last Name)

Title of Position Held:

Business Name and Address:

Telephone:

Fax:

Signature:

Date:

Introduction

1. A committee hearing is a proceeding in Parliament. As such, you must not deliberately mislead the committee and you must respect the members of the committee and the committee's orders and procedures. If you do not comply with these requirements, you may be subject to legal penalties.

What happens at a hearing?

2. Committees are made up of members of Parliament. Usually there are 5 - 8 members on a committee.
3. You will be escorted to the committee's meeting room by one of the committee's staff. After you are seated, the chairperson of the committee will ask you:
 - a. to state your full name, address and the capacity in which you appear before the committee; and
 - b. if you have read and understood these notes.
4. The chairperson may invite you to make an opening statement to the committee.
5. The chairperson will then ask you a series of questions, following which other members of the committee may ask you more questions. If other members of the Legislative Council are present, they may also ask you questions. With limited exceptions (discussed below) you must answer questions you are asked.

6. The chairperson may invite you to make any additional comments you consider necessary.

Parliamentary privilege

7. Parliamentary privilege provides protection for what is said in parliamentary proceedings, so that what is said in such proceedings may not be the basis of a suit in defamation. However, it is only the authorised Hansard report, or that of an accredited media reporter, which is protected when what is said in the proceeding is related outside the confines of Parliament. Similarly, parliamentary privilege means that what you have said to a committee cannot be used against you in a subsequent related proceeding in a court or tribunal. The purpose of parliamentary privilege is to enable parliamentarians and witnesses to speak candidly without fear of legal repercussions.

Your entitlements

8. In giving your evidence you are entitled to:
- (a) access to relevant documents;
 - (b) raise any matter of concern to you relating to evidence to be given or documents produced;
 - (c) benefit of counsel¹;
 - (d) apply for all or part of your evidence to be given in private session and for an order restricting publication of, or access to, that evidence;
 - (e) decline to answer a question or produce a document on the grounds that the question is unlawful or outside the scope of the matters in issue or under inquiry;
 - (f) be informed before your evidence is given that if part of it might incriminate you or another person, that fact should be made known to the committee before that part is actually given;
 - (g) know of and, if desired, rebut any allegations made against you whether or not those allegations amount to criminal conduct or dealing;
 - (h) a reasonable opportunity to correct errors in a transcript of evidence; and
 - (i) provide supplementary or new evidence.

Is your evidence public or private?

9. Most hearings of standing committees are public. In other words, members of the public and the media may attend the hearings and the proceedings may be reported. In contrast, most hearings of select committees are private, which means that members of the public and the

¹ This means that you are entitled to have counsel (a legal adviser) present with you to advise you. It does not mean that you are entitled to be represented by counsel who responds to the committee on your behalf.

media may not attend them. If you are uncertain as to whether your hearing is private or public, ask the committee's staff before the hearing or the chairman of the committee before you start giving evidence.

10. It is important that any request for the committee to prohibit publication of all or part of your evidence, or your identity, be made *prior* to giving the relevant evidence. You should be prepared to state why you want it confidential. If the committee grants your request, the public and media will be excluded from the hearing.
11. The committee may also decide that all, or part, of the hearing should be in private, particularly if the evidence adversely reflects on a third person or the matter being investigated is subject to legal proceedings.
12. You should note that the committee retains the power to publish any private evidence. The Legislative Council may also authorise publication. This means that even your private evidence may become public.

If you are a public servant

13. Public servants appearing before a committee in that capacity are entitled to refuse to answer questions on matters of policy. The committee must direct all such questions to the responsible Minister.

You must not disclose evidence given in private session

14. You must not publish or disclose any evidence given to a committee in private session unless that evidence has been reported to the Legislative Council in a public document. Premature publication or disclosure may:
 - a. constitute a contempt of the Legislative Council; and
 - b. mean that the publication or disclosure of the relevant material is not subject to parliamentary privilege.

Transcript of your evidence

15. A transcript of your evidence will be made and sent to you for correction of typographical and transcription errors. You should not discuss your evidence until the Hansard report is finalised. Please see the letter that will accompany the uncorrected transcript in this regard.

Threats or intimidation

16. If you have been threatened or intimidated by any person in respect of giving your evidence to the committee, you should immediately inform the committee or one of its staff.

APPENDIX B

ESTIMATES AND FINANCIAL OPERATIONS COMMITTEE

QUESTIONS ON NOTICE AND SUPPLEMENTARY INFORMATION

Ministerial officers should follow the format shown below when supplying questions on notice and supplementary information.

Date

Ministry of Whatever

Question No 170: Hon A. Brown (not "the member for West Metropolitan") asked for a list officers and their positions ...

Answer: Subprogram 1.2 does not include staffing and running costs for the latest version of the ministry's operational

Or -

Date

Ministry of Whatever

Question No. 171: Hon A Brown (not "the member for West Metropolitan") asked -

- (1) How many officers work on subprogram 1.2?*
- (2) In which areas of the State are officers located?*
- (3) When will the work that is expected to cost \$24,000 be completed?*

Answer:

- (1)-(2) Subprogram 1.2 has 14 officers in total, of which three are located in Derby, five are located in Broome, two are ... It does not include staffing the new offices in the more northern areas of ... and so on.*
- (3) It is expected that ...*

APPENDIX 2

GENERIC QUESTIONS

1 QUESTIONS FOR 2007/08 BUDGET ESTIMATES

Key performance indicators

- 1.1 How did your agency determine which Key Performance Indicators to report on?
- 1.2 To what extent do you monitor your performance indicators on an on-going basis, and use the resulting performance information for managing your agency?
- 1.3 How have you used the results of your performance monitoring to drive improvements in your agency's performance?
- 1.4 To what extent have you incorporated the community's priorities into the performance indicators you have established, how these indicators are expressed and how performance information is reported?

Commonwealth State financial relations (cost shifting)

- 1.5 Does your agency receive funding from the Commonwealth? If yes:
 - a) For what purpose is this funding provided?
 - b) What is the amount provided? (please provide details of funding for each of the past five years)
 - c) What impact has this funding had on your agency? (please include comment on the impact of variations to the funding received)
- 1.6 Have Commonwealth and State responsibilities for your areas of operation changed significantly over the last 5 years? If so, how has the funding for these operations changed?
- 1.7 Are there areas of your operations where Commonwealth and State responsibilities overlap? If so, how has the funding for these operations been negotiated?

Improving processes

- 1.8 What actions have your agency taken to review existing processes and to either eliminate unnecessary processes or streamline processes?

Office of Shared Services

- 1.9 The Committee notes that adjustments have been made in the Budget for agencies who will be rolled into the Office of Shared Services. However, the implementation of the Office of Shared Services is behind schedule:
- i) What ramifications does this have on the operation of your agency?
 - ii) What impact does this have on the budget of your agency?
- 1.10 How will your agency manage the data migration and data cleansing project for rolling into Shared Services?
- 1.11 Are your agency's staffing levels adequate during this roll-in stage of the project?

Fees and charges

- 1.12 Does your agency set out the process for calculating fees and charges in your Annual Report? (please provide reference to page number and annual report year).
- 1.13 If no to the above, where is this information contained? (please provide reference to where the information can be obtained)

Information systems control/security and quality of agency information

- 1.14 Please provide detail of the action, if any, taken by your agency to review the six categories of information systems control highlighted by the Auditor General, namely:
- information resource strategy and planning
 - information systems operations
 - business continuity planning
 - application systems implementation and maintenance or change management
 - relations with outsourced vendors
 - security
- 1.15 What actions have been taken to improve information system security within your agency?

Public Sector Workforce shortages

- 1.16 Does your agency have a problem retaining skilled staff and/or recruiting to fill staff vacancies?

- 1.17 What is your agency's strategy for addressing skill and staff shortages, both current and projected?
- 1.18 What specific actions has your agency taken to address these difficulties (such as streamlining recruitment processes and reducing recruitment times)?
- 1.19 How have any recruitment and retention difficulties impacted on your agency's cost structures?

Budget Actual for 2006-07

- 1.20 Please provide the '2006-07 Actual' as presented in the Budget Statements Budget Paper No. 2, under the heading 'Appropriation and Forward Estimates'.

Media Monitoring

- 1.21 How much does your agency spend on media monitoring, for example, newspaper clippings?
- 1.22 Who provides this service to your agency?
- 1.23 What types of media monitoring services are provided to your agency? Please provide details.
- 1.24 On what basis is this service provided, ie, ongoing contract or on a fee for service basis? Please provide details.