

Auditing For The Australian Capital Territory

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PA96/09

5 December 1996

The Speaker
Australian Capital Territory
Legislative Assembly
South Building
London Circuit
CANBERRA ACT 2601

Dear Mr Speaker

In accordance with the Authority contained in the Auditor-General Act 1996, I transmit to the Legislative Assembly my Report titled "Implementation of 1994 Housing Review".

This audit was conducted with the assistance of the private firm, Acil Economics and Policy Pty Ltd, and managed in the Audit Office by Mr Peter Hade.

Yours sincerely

John A. Parkinson

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1. REPORT SUMMARY

1.1 INTRODUCTION

This Report presents the summary of results of a performance audit of ACT Housing management's implementation of the recommendations from the 1994 Housing Review. The Housing Review was a wide ranging examination of Housing's operations which produced a series of major recommendations for changes to Housing to improve its service delivery and efficiency. *Chapter 2* outlines the importance which was given to the Review by the Government at the time.

The audit was carried out between March and May 1996.

A detailed report has been prepared on the audit and is available on request from the ACT Auditor-General's Office.

1.2 WHY DID THE AUDIT OFFICE CARRY OUT THE AUDIT?

The conduct of the Housing Review was a response to the then Government's direction that a program efficiency review be conducted of Housing in the context of the formulation of the 1994-95 ACT Budget. The final report produced from the Review was titled, "*Report of the Review of the Delivery of Housing Assistance Programs in the ACT and Directions and Actions for Changing the ACT Government's Housing Program*". The report was presented to the Government in September 1994. The Review was an extensive and expensive exercise. Although accurate records were not kept of the total costs of the Review, the audit considers that the cost would have been in excess of \$200,000. The costs of implementing the Review's recommendations have been significantly greater than this.

There has been no reporting to Government by Housing on the progress of the implementation or whether the improvements envisaged in the Review report have been achieved. This audit was performed to assess whether effective actions had been taken by Housing management to implement the Review's recommendations and that the Government and the community has or will receive the intended benefits of improved service delivery and efficiency.

1.3 WHAT WERE THE AUDIT'S OBJECTIVES?

The overall objectives of the audit were to provide an independent opinion to the Legislative Assembly on:

- whether the recommendations of the Housing Review were accepted;
- whether the recommendations of the Housing Review have been implemented; and
- whether the recommendations, if implemented, will achieve the expected outcomes of the Housing Review.

The audit also reviewed the methods used to manage and monitor the implementation of the Review's recommendations.

1.4 WHAT DID THE AUDIT DO?

General

The audit assessed the extent to which Housing management has been successful in implementing the recommendations of the 1994 Housing Review. To make this assessment, the audit examined:

- the expected outcomes from the five strategies identified in the Review (the strategies are listed in *Chapter 2*);

- the processes used by Housing to achieve specific implementation objectives;
- the costs involved and the savings/efficiencies generated; and
- improvements that could be directly attributed to the Review.

Audit Scope and Approach

The audit examined the contents of the Housing Review report and developed a checklist of the activities and issues identified in the report.

As part of its implementation process, Housing management developed 14 sub-projects for action by an internal implementation team assisted by external consultants. The audit developed checklists for each of these sub-projects as a basis for assessing the nature and extent of Housing's success in implementing each sub-project.

Documentary evidence of the actions taken by Housing management in relation to the activities and issues identified in the Review report and in the sub-projects was then assembled and analysed. Initial audit findings were constructed based on this evidence.

When available, financial, costing and budgetary data was identified and analysed as appropriate.

Consultation

There was broad consultation during the audit with individual senior ACT Housing managers, as well as with line managers responsible for implementing specific parts of the Housing Review. The major emphasis was on identifying and assessing documentary evidence of Housing actions specifically related to implementing Housing Review recommendations. There were limited discussions with key stakeholders and no direct contact with ACT Housing clients. The essentially internal focus of the audit made more extensive contact with clients and stakeholders unnecessary.

Audit assessments and findings were discussed with Housing management and initial conclusions and findings varied where appropriate.

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1.5 WHAT WAS FOUND IN THE AUDIT?

WHETHER THE REVIEW RECOMMENDATIONS WERE ACCEPTED

The audit opinion formed in relation to the extent to which the Review's recommendations were accepted was that all the recommendations were accepted by Housing management. This opinion is based on the following findings:

- *in October 1994, the Government through the then Minister for Housing and Community Services, publicly identified the Review report as the basis for major reform of housing assistance and service arrangements; and*

- *the “ACT Housing Assistance Plan 1995-96 to 1997-98” clearly demonstrates that the potential values of the Review recommendations were recognised and accepted by Housing management.*

WHETHER THE REVIEW RECOMMENDATIONS WERE IMPLEMENTED

In relation to the extent to which the recommendations have been implemented the position is mixed. Many recommendations have been implemented, many have been partially implemented while, for others, little or no progress has been made. Given the importance of the Housing Review, it is considered that greater progress should have been achieved.

Assessments of the implementation in relation to each of the five “strategies” identified in the Housing Review report (see *Chapter 2*) follow:

Client Services Improvement

- *Housing has given priority to and is progressively achieving improvements across a wide range of client service delivery areas. However, the process is unlikely to be completed within the two-year period suggested in the Housing Review;*
- *Fundamental re-structuring of Housing’s regional offices and improvements in services delivered commenced with a successful pilot in the Belconnen office. Planning is under way to extend the changes to Housing’s other three regional offices;*
- *Effective baseline measurement of service delivery performance and development with other Housing Authorities of benchmarking in service delivery standards has commenced but is yet to be completed;*

- *Housing has not been successful in gaining agreements with other ACT Government agencies on improved management of non-housing services and referrals; and*
- *Although action has been taken on all the five debt management improvement actions identified in the Review, data is inconclusive about whether levels of client debt have fallen as a result of implementation of the recommendations. Total debt in June 1996 (\$5.361m) was substantial and should be reduced.*

Better Housing Assistance Measures

- *Housing has developed and applied a formal needs assessment model to give greater definition and certainty to planning and forecasting future client needs; and*
- *It is too early to be able to draw meaningful conclusions about whether or not public housing assistance measures are “better targeted” or more efficient. Activities already undertaken suggest that some improvements will result - the order and quantification of the level of improvement remains at issue.*

Asset Management Improvement

- *Housing has achieved progress in this area since 1994 although the quantifiable benefits are not likely to begin to emerge until 1996-97 at the earliest; and*
- *The potential efficiencies to be gained in both asset and maintenance management have yet to be assessed or quantified by Housing.*

Financial Management Improvement

- *There has been progress in improving financial management information and implementation of accrual accounting has been largely completed. Housing has further actions to take before the Review's recommendations can be assessed as implemented. Improvements in resource allocation are awaiting policy changes, operational reviews and data, which are expected to be available in 1996-97.*

Organisation Improvements

- *Housing has made significant changes in structures, policies, procedures and resourcing over the past 18 months. Much of the impact has been towards the culture of the organisation with the intention of changing the culture from a focus on process to a focus on clients;*
- *Resource reductions, particularly in staff levels, have not adversely affected regional offices and have been largely linked to operational efficiencies achieved in central office; and*
- *Housing management identified a desired outcome from its actions in the initial phase of implementing the Review as monitoring the full costs and savings from all implementation activities. This has not been achieved.*

***WHETHER THE IMPLEMENTED RECOMMENDATIONS
WILL ACHIEVE THE GOVERNMENT'S EXPECTED
OUTCOMES***

In relation to whether implementation of the recommendations will achieve the expected outcomes, the audit opinion is that the processes under way, if completed, will probably achieve the outcomes expected by the Review. However, there cannot be complete assurance that the outcomes will be fully achieved. This opinion is based on the following findings:

- *Housing has made progress towards meeting Government outcomes identified in October 1994, however there have been delays and there is incompleteness; and*
- *the absence of an overall plan and an end point in the implementation process means that there cannot be complete assurance that the outcomes sought by the ACT Government will be fully achieved.*

It is recognised that the effects of changes since the Review in Government priorities, policies, resource availability and external factors could have changed the relative priorities for achieving some of the Review's expected outcomes and this could have affected Housing management's capacity to achieve those outcomes promptly.

CHIEF EXECUTIVE'S COMMENT

In relation to the audit opinions formed on the objectives of the audit the Chief Executive of the Department of Urban Services has responded:

“My comments on the conclusions drawn in relation to each of the audit objectives are:

I agree with the conclusion that the Review recommendations were fully accepted by ACT Housing.

I agree that the extent of implementation of the Review recommendations is significant, whether measured against the implementation sub-projects or against the original Review recommendations. You have rightly noted that the rate of implementation has been in some cases, slowed by externalities, changing priorities and a changing environment.

And finally, I agree with your conclusion that the implemented recommendations will probably achieve the outcomes expected by the Review and that progress towards those outcomes is well advanced.”

* * * *

1.6 MANAGEMENT OF THE IMPLEMENTATION

Introduction

The effectiveness of management of implementation of the Review recommendations was evaluated as part of the audit.

Audit Opinion

The opinion formed from this evaluation was that implementation of the recommendations has not been well managed. The manner in which Housing implemented the recommendations of the Housing Review reflects a very loose approach to management of the implementation of such a major review.

This opinion is based on:

- *the initial implementation process adopted involved the creation of 14 sub-projects. At no stage following the initiation of the sub-projects*

were the outcomes to be achieved from the sub-projects linked in such a way to provide a clear assessment of where the overall implementation process was heading and what it was to achieve in a whole of agency context;

- *time-lines and measurable outcomes were not developed as part of the implementation process;*
- *there was an absence of appropriate performance/efficiency monitoring and cost reporting processes used by Housing in implementing the Review recommendations related to improved service delivery efficiencies;*
- *there was a breakdown in management of the implementation process adopted by Housing senior management. This breakdown occurred when implementation became merged with lower level line management responsibilities and subsequently there was inadequate management of the implementation process at the whole of agency level;*
- *there is no effective overall monitoring of the implementation process, despite continuation of projects some 18 months after the process began and the considerable initial expenditures involved. There is no overall implementation plan which sets an end point to the process;*
- *while the Housing Board of Management purported to exercise responsibilities for overseeing implementation, this body did not perform this task to effect;*
- *Housing did not adequately estimate, record or monitor the costs of implementing the recommendations of the Housing Review;*

- *similarly, the costs of the pilot project in the Belconnen office and the activities of the Service Improvement Project Team have not been monitored such that the full costs cannot now be determined;*
- *costs incurred in the initial phase of Housing's implementation action have been large, exceeding the \$0.66m budget set in 1994-95 by some \$0.2m. Accurate records of expenditure do not appear to have been maintained;*
- *because targets were not specified, nor costings maintained, the outcomes of the Housing Review cannot be properly assessed by the Government on a cost/benefit comparison basis; and*
- *whether Housing has achieved operational efficiencies and better management of resources, resulting in overall cost savings, cannot be assessed since the questions:*
 - *have more services been delivered at the same total cost?; or*
 - *have the same services been provided at less cost?;*

cannot be answered. The answers depend on a direct linkage between quantity of services and costs. The audit could identify no authoritative analysis of these costs and linkages with quantities of services, nor any consideration of the issue of efficiency savings (and their re-allocation) by Housing Board of Management.

* * * *

1.7 OTHER ISSUES SPECIFIC TO HOUSING

Improvements Needed in Housing's Performance Monitoring and Information Technology

During the audit, it was necessary to review performance measuring and monitoring management processes occurring in Housing and also the capabilities of the main information technology system to produce important performance data. This review produced the audit opinion that there is scope for significant improvement in these areas. This opinion is based on the following findings:

- *Housing is only now addressing issues of performance measurement across the organisation - driven largely by a current national project involving all State/Territory Housing Authorities developing nationally consistent performance measurement and to a lesser extent by new ACT Government performance measurement requirements. Identification of benchmarks and best practice has yet to be formally addressed;*
- *inadequate or inappropriate Management Information Systems in Housing are a significant obstacle to the organisation reporting effectively on its performance - either generally, or in relation to efficiency improvements obtained as a result of implementing the Housing Review; and*
- *evaluations some time ago by consultants and by Housing staff of Housing's "Integrated System for Information Processing" computer system (known as ISIP), and agency management information requirements concluded that improvements are necessary.*

Housing's database (ISIP) and its effective management are fundamental to the organisation's

transition to a more client-focused, commercially measured body as envisaged in the Housing Review.

Housing currently is not able to assure the Government that housing services are delivered to the highest standards and specifications possible. An effective internal management performance reporting framework does not exist although the recent financial management reforms should increase financial accountability. Unfortunately, the situation also denies committed Housing staff due recognition for their achievements.

Information Management in Housing Needs Improving

As mentioned previously, the procedures used in the audit included assembling and analysing documentation evidencing the management decisions made and the actions taken in relation to the Housing Review Report. This audit procedure was more complex and time-consuming than should be expected. On the basis of observations during the conduct of this audit, the conclusion has been drawn that information management procedures used in Housing are inadequate to maintain decision audit trails to meet current accountability standards and also that Housing's management of accurate hard copy filing systems could be improved significantly.

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1.8 GENERAL ISSUE

Deficiencies in the Housing Review Report

If the Housing Review report is representative of reports being prepared generally in the ACT Public Sector as a result of so called 'Efficiency Reviews', it is clear the reporting process should be significantly improved. This opinion is based on the following findings:

IMPLEMENTATION OF 1994 HOUSING REVIEW

- *the Terms of Reference set for the Review were not included in the Review report nor is there any reference in the report that formal Terms of Reference had been set and there is no confirmation that the Terms of Reference have been addressed;*
- *the Review report did not include any timetable for implementation actions;*
- *no timetable was included in the Review report for reporting back to the Government; and*
- *the Review report identified neither quantitative or qualitative service improvements to be delivered or quantitative operational efficiency and resource management targets to be met through implementation of the recommendations presented in the report.*

It is noted that there has been no follow-up by the Office of Financial Management of the Efficiency Review, although it contributed considerable funds and staff resources to its conduct.

The audit has concluded that guidelines for the Efficiency Review process should be tightened to ensure that future reviews specify expected outcomes in quantifiable terms wherever possible, and require monitoring of implementation costs, evaluation of outcomes achieved and timely reporting to the Government on the implementation of the Efficiency Review as a whole.

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1.9 FUTURE ACTIONS

Introduction

The audit identifies three areas where further actions remain to be taken. These are a final report to Government on the outcomes from the Housing Review, finalising a review of Housing's management information systems, and reviewing the guidelines for efficiency reviews to ensure that Government objectives are met.

Reporting on Implementation of the Review

The foremost action needing attention is formal reporting to the Government by ACT Housing of the outcomes achieved from implementing the 1994 Housing Review. Given the need for the Government to have access to quantitative data about efficiency gains and service improvements, and the audit's finding that much of this data will only start to emerge in 1996-97, this final report should be submitted in December 1997. It is considered essential that this report contain detailed analysis and comparative data (of both performance levels in other States and changes between Housing's performance in mid-1994 and the present).

Other issues which should, in the audit's opinion, be covered in this 1997 report are:

- the state of implementation, especially explaining why implementation is not complete in any area;
- the full costs incurred by Housing in implementing the 1994 Housing Review, the quantum of efficiency gains achieved, and where these savings have been applied within Housing operations; and

- the mechanisms put in place by Housing to ensure that the efficiency gains and service improvements will be sustained.

Management Information

The second issue is directly related to this final report. The audit is concerned that Housing's ISIP database and the broader issue of the adequacy and effectiveness of management information and public reporting have yet to be addressed. From an accountability perspective, the lack of action to date is a significant omission on Housing's part. The issue of changes to Housing's information management procedures to ensure the accuracy and completeness of its hard copy files is an area which also requires attention.

The findings of these reviews and Housing's actions to improve its management information should form part of the 1997 report to the Government.

Efficiency Review Reports

The third issue is the adequacy of procedures for 'efficiency reviews' as evidenced by the shortcomings identified in management of the 1994 Housing Review and its implementation. The Chief Minister's Department should review the procedures amending them where necessary to ensure that future efficiency reviews:

- have Terms of Reference which specify desired outcomes and timetables for reporting to Government and for achievement of these outcomes;
- address these Terms of Reference in reporting to Government;

- inform the Government of the full costs of undertaking the efficiency review;
- provide Government with an implementation plan which specifies the costs of implementation, action timetables and reporting arrangements; and
- report to Government on the implementation outcomes, including detailed financial and performance data showing the cost of implementation, quantifying the efficiency benefits achieved and identifying the mechanisms in place to ensure that these benefits are sustained.

* * * *

1.10 CHIEF EXECUTIVE'S COMMENTS

The Chief Executive of the Department of Urban Services in responding to the Report stated that he found four major themes running through the audit report and has responded in relation to these as follows:

“The 1994 Housing Review was not structured as an efficiency review. The document resulting from the Review - Report for the Review of the Delivery of Housing Assistance Programs in the ACT and directions and Actions for Changing the ACT Government’s Housing Program - was a strategic paper, and has been used as such by ACT Housing.

There has been significant progress, at all levels throughout the organisation, towards the strategic goals which were identified in the Housing Review.

The management rigour in monitoring and following through the implementation phases, while satisfactory for a strategic document, may not have met the standards necessary for an efficiency review.

Existing management information systems, policies and procedures in ACT Housing are inadequate for proper performance monitoring across the organisation, particularly in the context of the ACTPS financial management reforms.”

The Chief Executive also included the following in his response:

“I am pleased with the proposal that, in December 1997, ACT Housing submit a formal report to Government about the outcomes achieved in relation to the objectives of 1994 Housing Review. I anticipate that performance data from 1996-97 will be a sound foundation from which to assess quantitative improvements attributable to the directions established by the Housing Review. Further, the organisational structure and policies of ACT Housing by 30 June 1997 should provide a fair basis from which to analyse the more qualitative changes.”

The Chief Executive’s response further included:

“However, I am disappointed about two aspects of the report:

- 1. The report is, I believe, disproportionately focussed on the process of implementation rather than on the outcomes achieved to date. In a number of places, the process of implementation is criticised in detail with only scant acknowledgement of the positive outcomes achieved, notwithstanding the “deficient” process.*
- 2. The expected outcomes against which achievement is being assessed should predominantly be those same outcomes articulated in the Housing Review Report rather than outcomes derived from supporting documents. I acknowledge that the strategic nature of the outcomes sought by the*

Housing Review Report demands more of an evaluative approach to fully assess the achievement of those outcomes.

Both these shortcomings can be remedied in the report to Government planned for December 1997.”

1.11 AUDIT COMMENT ON THE CHIEF EXECUTIVE’S RESPONSE

In relation to the Chief Executive’s reference to disappointing aspects of the audit report the following comments are made:

Emphasis on Implementation Process

The audit sought to identify specific targets and quantifiable outcomes from both the 1994 Housing Review and in subsequent actions by Housing to implement the recommendations of the Housing review. Notwithstanding Housing’s assertion that the Review had a strategic intent, it remains that the Government set specific terms of reference for the Review including identifying means of improving the operational efficiency of ACT Housing.

The absence of detailed outcomes specified in the Housing Review report meant that the audit had to examine the implementation process to establish what the intended outcomes were and whether they had been achieved.

Where these outcomes were demonstrable and quantifiable, the audit has reflected these achievements. Equally, the audit highlights the extent to which the Review’s recommendations have been implemented and, more importantly, whether the outcomes sought from the Housing Review will be achieved fully.

Assessment of Achievements

IMPLEMENTATION OF 1994 HOUSING REVIEW

As mentioned above, the audit sought to identify the outcomes to be achieved from the Housing Review. The lack of detailed outcomes (described as ‘strategic nature of the outcomes’) required the audit to seek more substantive information about the outcomes and their achievement from the supporting documents. This approach is reasonable. If the detailed low level outcomes have been achieved, it follows that the related high level strategic outcomes should also have been achieved.

2. SIGNIFICANCE OF THE HOUSING REVIEW

2.1 INTRODUCTION

In October 1994, the ACT Government was presented with the final version of the report produced as a result of the Housing Review. The report was titled “Report for the Review of the Delivery of Housing Assistance Programs in the ACT and Directions and Actions for Changing the ACT Government’s Housing Program”.

This Chapter includes the Review’s Terms of Reference, outlines the background to the Review and illustrates the significant Government and Housing management expectations on the outcomes to be generated from the Review. The Chapter also presents the strategies identified in the Housing Review report to improve Housing’s operations.

The Chapter concludes with a summary of external factors at the time of the audit affecting ACT public housing.

2.2 HOUSING REVIEW’S TERMS OF REFERENCE

The Terms of Reference for the Housing Review described its purpose as:

“to find efficiencies and improve methods of operation”.

The Review was to:

- identify policy directions for housing assistance; and

- address the efficiency of administration, effectiveness of program and service delivery and the planning and budgeting of resource management issues.

The Review was also set specific tasks, namely:

- identify existing service delivery mechanisms;
- report on broad policy and strategic arrangements that can be improved;
- explore the concept of benchmarking and identify “best practice” methods for administration and service delivery;
- advise on program or organisational change which improves service delivery to clients and organisational efficiency and productivity; and
- advise on financial systems and changes to achieve transparency of costs and subsidies across housing programs.

MINISTERIAL STATEMENT ON THE REVIEW

On 12 October 1994, the then Minister for Housing and Community Services made a Ministerial Statement in the Legislative Assembly “outlining a major reform of ACT housing assistance and service arrangements”. The Minister identified that the Review was:

“aimed at improving services to clients of the housing programs and ensuring that administration of the program is cost-effective and accountable”.

The Minister's statement concluded with:

“the Government is now making reforms which will ensure that the Housing Trust delivers a high standard of service to clients in the future. The Government looks forward to the major changes that will occur over the next six to twelve months which I have described here this afternoon. I undertake to keep the Assembly and the community advised and involved in the process of reform”.

In discussing the wide scope of change expected across ACT Housing, the Minister described the Government's expected outcomes from implementation of the Review in the following terms:

- client-friendly regional offices where clients will be able to obtain correct information and access to the full range of services they require from professional and trained Housing officers;
- streamlined processes within the Housing Trust with decisions made on the spot wherever possible;
- vastly improved response times for repairs and maintenance;
- development of a wider choice of housing options that will better match the financial and life-style circumstances of clients;
- subsidies targeted at those in greatest need and for the periods they require;
- a solid business-like approach to the management of assets and debt which will complement the social objectives of delivering a housing program;

- changes in the profile of public housing stock to better meet the needs of current and future public tenants;
- greater and more transparent accountability;
- increased and innovative opportunities for the private and community housing sectors to work in partnership with the Government;
- a new organisational structure which will allow the Housing Trust to concentrate on operational issues; and
- a housing policy unit to develop the broader strategic policy and asset and financial management plans for ACT Housing.

2.3

HOUSING MANAGEMENT'S RECOGNITION OF THE SIGNIFICANCE OF THE REVIEW

The "ACT Housing Assistance Plan 1995-96 to 1997-98" described the Review in the following terms:

"the Review has set a framework within which the examination of programs and policies will be continued, identifying potential improvements, best practice methods for service and program delivery and identifying appropriate organisational structures to deliver change. Positive changes are expected to be realised from the strategies commenced in 1993-94, continued and extended through 1994-95 with outcomes being clearly evident in 1995-96.

ACT Housing recognises that greater flexibility in the delivery of housing and housing-related services is fundamental to improving housing assistance and social justice outcomes. It is committed to the present services it delivers and is looking at ways to improve and widen the range of assistance it offers to reach

those most in need, and to provide this assistance in the most efficient manner possible.

During 1994-95, significant resources have been allocated to the Review in an effort to identify those operational initiatives which will enable ACT Housing to align itself more closely to private sector practices; to deliver its services more cost-efficiently, with more effective outcomes, particularly in the areas of:

- client service, including the client contact environment and culture of service delivery;*
- asset management to preserve and enhance the value of public housing stock; and*
- financial management incorporating accounting, budgeting and performance reporting arrangements.*

Arising from the Review, a fundamental reconfiguration of work practices in the regional offices has commenced with the Belconnen office being piloted in 1994-95 and other offices due for change during 1995-96. The aim is to achieve “best practice” delivery of core business activities. This will affect accommodation, client contact arrangements, information systems and staffing levels”.

2.4 KEY STRATEGIES IDENTIFIED IN THE REVIEW

The Review identified five strategies as frameworks within which broader Government objectives could be pursued. The strategies were:

Client Service Improvement

Integrating the range of housing assistance options and delivery of programs to improve social justice outcomes, improve the client contact environment and culture of service delivery. (Page 1)

Better Housing Assistance Measures

To better target public housing to those people assessed as having a long term need for housing assistance and providing alternative options (private rental, home ownership and community based housing assistance) to those people not needing long term assistance.

Asset Management Improvement

Focusing asset management resources on preserving and refurbishing dwellings and re-development projects to protect the existing portfolio of public housing stock. (Page 1)

Financial Management Improvement

Enhancing the current accounting and financial arrangements to implement accrual-based budgeting, measure commercial and social justice performance and to allocate resources to activities which achieve the highest outcomes. (Page 1)

Organisational Improvements

A strategy which re-shapes the organisation and operations of the ACT Housing Trust to achieve a better focus on client services, business and asset management and strategic policy. (Page 1)

2.5 OTHER FACTORS IMPACTING ON HOUSING

There are and were a range of external factors affecting public housing in the ACT which need to be recognised. These include:

- national developments leading to a new Commonwealth/State Housing Agreement from 1 July 1996;
- responses to the Industry Commission Inquiry into Public Housing and the Report on a National Competition Policy (the Hilmer Report);
- outcomes from major reviews of public sector housing in NSW, SA and WA;
- ACT Government pressure to achieve substantial progress in both cost-efficiency and services through:
 - improved client service delivery;
 - a strategically planned approach to asset management;
 - improved financial management arrangements; and
- ACT land planning arrangements in response to the Lansdown Inquiry.

Annexure

Annexure

Reports Published in 1992

- 1 Information Technology Management Policies in the ACT Government Service
- 2 Financial Audits with Years Ending to 30 June 1991
- 3 GAO Annual Management Report for Year Ended 30 June 1992
- 4 ACT Board of Health - Management of Information Technology
- 5 Budget Outcome Presentation and the Aggregate Financial Statement for the Year Ended 30 June 1992
- 6 Financial Audits with Years Ending to 30 June 1992

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- 2 Asbestos Removal Program
- 3 Various Performance Audits Conducted to 30 June 1993
 - Debt Recovery Operations by the ACT Revenue Office
 - Publicity Unaccountable Government Activities
 - Motor Vehicle Driver Testing Procedures
- 4 Various Performance Audits
 - Government Home Loans Program
 - Capital Equipment Purchases
 - Human Resources Management System (HRMS)
 - Selection of the ACT Government Banker
- 5 Visiting Medical Officers
- 6 Government Schooling Program
- 7 Annual Management Report for the Year Ended 30 June 1993
- 8 Redundancies
- 9 Overtime and Allowances
- 10 Family Services Sub-Program
- 11 Financial Audits with Years Endings to 30 June 1993

Reports Published in 1994

- 1 Overtime and Allowances - Part 2
- 2 Department of Health -Health Grants
-Management of Information Technology
- 3 Public Housing Maintenance
- 4 ACT Treasury -Gaming Machine Administration
-Banking Arrangements
- 5 Annual Management Report for Year Ended 30 June 1994
- 6 Various Agencies - Inter-Agency Charging
-Management of Private Trust Monies
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-Implementation of Major IT Projects
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- 6 Contract for Collection of Domestic Garbage / Non-Salary Entitlements for Senior Government Officers
- 7 ACTEW Benchmarked
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- 2 1995 Taxi Plates Auction
- 3 VMO Contracts
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- 5 Management of Former Sheep Dip Sites
- 6 Collection of Court Fines
- 7 Annual Management Report For Year Ended 30 June 1996
- 8 Australian International Hotel School

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