



1998

PARLIAMENT OF TASMANIA

**AUDITOR-GENERAL
SPECIAL REPORT NO 27**

**USE OF MOTOR VEHICLES
IN GOVERNMENT AGENCIES**

No. 3 of 1998 – November 1998

*Presented to both Houses of Parliament in accordance with the provisions of Section 57 of the
Financial Management and Audit Act 1990*

By Authority:

G Priestley, Government Printer, Tasmania

6 November 1998

President
Legislative Council
HOBART

Speaker
House of Assembly
HOBART

Dear Mr President
Dear Mr Speaker

**PERFORMANCE AUDIT NO 27 - USE OF MOTOR VEHICLES IN
GOVERNMENT AGENCIES**

This report has been prepared consequent to examinations conducted under section 44 of the Financial Management and Audit Act 1990, for submission to Parliament under the provisions of section 57 of the Act.

Performance audits seek to provide Parliament with assessments of the effectiveness and efficiency of public sector programs and activities, thereby identifying opportunities for improved performance.

The information provided through this approach will, I am sure, assist Parliament in better evaluating agency performance and enhance Parliamentary decision making to the benefit of all Tasmanians.

Yours sincerely

A handwritten signature in black ink, appearing to read 'A J McHugh'.

A J McHugh
AUDITOR-GENERAL

TABLE OF CONTENTS

LIST OF ACRONYMS AND ABBREVIATIONS	3
LIST OF NEW AND FORMER STATE GOVERNMENT DEPARTMENTS	5
INTRODUCTION	7
AUDIT OPINION	9
SUMMARY OF AUDIT RECOMMENDATIONS.....	11
AUDIT OBJECTIVE, SCOPE, TIMING AND COST	13
BACKGROUND	15
FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	19
ANALYSIS OF CAR USE AGAINST GOVERNMENT POLICIES	19
FREQUENCY OF CAR USAGE	27
FBT LIABILITY MINIMISATION	29
LEASING ARRANGEMENTS	32
PERFORMANCE MANAGEMENT	33
OVERALL CONCLUSION.....	37
RECENT REPORTS.....	39

LIST OF ACRONYMS AND ABBREVIATIONS

AMT	Agency Management Team of the Department of Health and Human Services (formerly DCHS)
ANAO	Australian National Audit Office
ATO	Australian Taxation Office
DCHS	Department of Community and Health Services (now Department of Health and Human Services)
DELM	Department of Environment and Land Management (now part of the Department of Primary Industries, Water and Environment)
DETCCD	Department of Education, Training, Community and Cultural Development (now the Department of Education)
DOJ	Department of Justice (now Department of Justice and Industrial Relations)
DOT	Department of Transport (now part of the Department of Infrastructure, Energy and Resources)
DPAC	Department of Premier and Cabinet
DPIF	Department of Primary Industry and Fisheries (now part of the Department of Primary Industries, Water and Environment)
FBT	Fringe benefits tax
FMAA	<i>Financial Management and Audit Act 1990</i>
GBE	Government Business Enterprise
PI	Performance indicator
Police	Department of Police and Public Safety (now Department of Police)
TDR	Tasmania Development and Resources (now part of the Department of State Development)
Treasury	Department of Treasury and Finance
TI	Treasurer's Instruction
WSA	Workplace Standards Authority

LIST OF NEW AND FORMER STATE GOVERNMENT DEPARTMENTS

On 18 September 1998 the *Tasmanian State Service (Restructuring) Order (No. 2) 1998* came into effect, which amalgamated some agencies, and changed names of others as follows:

Old Agency	New Agency
Department of Community and Health Services	Department of Health and Human Services
Department of Education, Training, Community and Cultural Development	Department of Education
Department of Environment and Land Management	Department of Primary Industries, Water and Environment
Department of Police and Public Safety	Department of Police
Department of Premier and Cabinet	Department of Premier and Cabinet (no change)
Department of Primary Industry	Department of Primary Industries, Water and Environment
Department of Justice	Department of Justice and Industrial Relations
Department of Transport	Department of Infrastructure, Energy and Resources
Tasmania Development and Resources	Department of State Development
Tourism Tasmania	Department of State Development

INTRODUCTION

Under the provisions of section 44(b) of the *Financial Management and Audit Act 1990* the Auditor-General may

"carry out examinations of the economy, efficiency and effectiveness of Government departments, public bodies or parts of Government departments or public bodies"

The conduct of such audits is often referred to as performance auditing.

This report relates to a performance audit carried out by the Tasmanian Audit Office during the period May to September 1998 of agencies' use of motor vehicles.

The objective of this performance audit was to assess whether passenger cars owned and used by Government agencies are managed in a manner which maximises economy, efficiency and effectiveness of use of those assets.

As the vehicle needs for each agency are dependant upon the nature of that agency's business, each agency must determine for itself the most appropriate way to manage its vehicles, and the Audit Office considers that such a task involves ongoing performance monitoring of data relating to vehicle usage patterns.

Accordingly, the approach taken in this audit was to understand the whole of government vehicle use position, and not to provide complete measures of the vehicle requirements for each agency. However, during the course of the audit, the Audit Office has found instances where improvement is possible as well as examples of better practice, and these have been included in the report.

AUDIT OPINION

Report Title	Use of Motor Vehicles in Government Agencies
Nature of the Audit	The objective of this performance audit was to assess whether passenger cars owned and used by Government agencies are managed in a manner which maximises economy, efficiency and effectiveness of use of those assets.
Responsible Party	The Head of Agency is responsible for keeping their agency's total requirement for vehicles under regular review to ensure efficient and effective resource use.
Mandate	This audit has been carried out under the provisions of section 44(b) of the <i>Financial Management and Audit Act 1990</i> which provides that: <i>"The Auditor-General may carry out examinations of the economy, efficiency and effectiveness of Government departments, public bodies or parts of Government department or public bodies."</i>
Applicable Standards	This audit has been performed in accordance with Australian Auditing Standard AUS 806 "Performance Auditing" which states that: <i>"The objective of a performance audit is to enable the auditor to express an opinion whether, in all material respects, all or part of an entity's activities have been carried out economically, and/or efficiently and/or effectively."</i>
Limitation on Audit Assurance	Audit procedures were restricted to a review of documentary evidence provided by the survey approach adopted in conducting the audit, analytical procedures, and testing of a limited number of log books and vehicles at each agency. This approach provides less evidence than would be available by applying more extensive and comprehensive procedures. The evidence provided by these procedures restricts the audit assurance to a moderate level, as the evidence is persuasive rather than conclusive in nature.
Audit Criteria	The degree of agencies' efficient, effective and economic management of motor vehicles was ascertained under seven categories: <i>Frequency of vehicle usage;</i> <i>Use of Senior Executive Service vehicles during the day;</i> <i>Analysis of vehicle use against Government policy;</i> <i>Home garaging of vehicles;</i> <i>Minimising fringe benefits tax liability;</i>

*Leasing arrangements; and
Performance management.*

Reservations At some agencies, log books were not used, preventing the Audit Office from reaching conclusions on the proportion of business and private vehicle use. At two agencies a number of log book entries were incomplete or lacked sufficient detail to determine the nature of travel.

Conclusion Based on the evidence collected, I conclude that:

Frequency of vehicle usage can be improved through regular monitoring;

Senior Executive Service vehicles are made available to other officers during the day;

There are certain aspects of the Government's policy and Guidelines on Motor Vehicles which are not being followed adequately, such as disposal within age and distance thresholds, and high proportion of private use;

Vehicles are home garaged in accordance with policy;

There is scope for minimising fringe benefits tax liability through better record-keeping;

Value for money is currently being achieved by agencies' long-term hire of vehicles; and

Improvements in resource management are possible by all agencies regularly reviewing and actioning performance reports on vehicle usage.

SUMMARY OF AUDIT RECOMMENDATIONS

Audit recommends that agencies regularly review and act upon Fleetcare's monthly 'Vehicles Due for Replacement in Six Months' report to minimise delays in replacing vehicles.

Page 21

Agencies should require staff to keep log books for all G-plated vehicles and regularly review the proportion of business to private use for its G-plated vehicles which are not part of employees' contract provisions to ensure efficient use of its vehicles.

Page 22

As well, frequency of car use should be monitored to enable agencies to rotate vehicles, such as when a principal user goes on leave, and thus gain maximum use from its fleet.

Page 22

All agencies should have in place a comprehensive (written) policy which enables staff to understand the priority of various modes of transport which is appropriate in various situations.

Page 25

The Audit Office recommends that officers be made aware of the Australian Taxation Office's requirements for completing log book entries for journeys where the actual cost method of calculating fringe benefits tax is used. Where log books are also used to monitor use of motor vehicles generally, agencies are encouraged to inform staff as to what is considered as an acceptable standard of entry.

Page 31

The Audit Office encourages agencies to set up formalised performance management systems, using Fleetcare's monthly reports where appropriate, in order to ensure that their vehicles are used effectively.

Page 33

AUDIT OBJECTIVE, SCOPE, TIMING AND COST

Audit Objective

The objective of this performance audit was to assess whether passenger cars owned and used by the State public sector are managed in a manner that maximises economy, efficiency and effectiveness of use of those assets. This assessment was carried out with regard to the following audit criteria:

- Frequency of vehicle usage;
- Use of Senior Executive Service vehicles during the day;
- Analysis of vehicle use against Government policy;
- Home garaging of vehicles;
- Minimising fringe benefits tax liability;
- Leasing arrangements; and
- Performance management

The Audit Office also wished to identify, develop and report better practices to promote overall improvements in public sector management in regard to the above areas.

Scope of the Audit

For the purposes of the audit it was considered that the greatest area of risk that vehicles may not be managed efficiently, effectively or economically (such as whether vehicles are standing idle or used principally for private use) is in relation to passenger cars and utilities where they are used as a substitute for passenger vehicles. As a result the audit focused only on these two types of vehicles.

Particular areas examined during the audit included:

- Awareness by agency staff of applicable Government policies on vehicle use;
- Comparison of business versus private use of vehicles;
- Rationale for vehicle disposal: age, distance or 'wear and tear';
- Extensiveness of home garaging of vehicles, and compliance with government policies;
- Adequacy of log book record-keeping;
- Extent to which agencies are actively minimising fringe benefits tax liability as it relates to vehicles;
- Cost-effectiveness of current leasing arrangements by agencies;
- Existence of performance indicators in use by agencies, and if used, the validity of any underlying data; and
- Agencies' utilisation of monthly reports provided by the fleet manager, Fleetcare, in their resource management.

The following agencies, as they existed at that time, were reviewed during the audit:

- Department of Community and Health Services

- Department of Education, Training, Community and Cultural Development
- Department of Environment and Land Management
- Department of Justice
- Department of Police and Public Safety
- Department of Premier and Cabinet
- Department of Primary Industry and Fisheries
- Department of Transport
- Department of Treasury and Finance
- Tasmania Development and Resources
- Tourism Tasmania
- Workplace Standards Authority

Audit Methodology

The following methods were used during the course of the audit to gather evidence from which conclusions were drawn:

- Discussion with managers responsible for vehicle management at each agency;
- Detailed testing of log book records to determine nature of use of a vehicles, and the distance travelled;
- Perusal of departmental vehicle use policies;
- Comparison of vehicle management practices at each agency with DPAC's Guidelines on Vehicle Use and agency's own policies;
- Review of any management reports on fringe benefits tax liability minimisation;
- Perusal of any performance information used and verification of a sample of underlying data; and
- Physical inspection of vehicles in car park areas.

Audit Resources and Timing

Planning for the performance audit commenced in April 1998. Testing at Agencies occurred in May through July 1998. The report was finalised in September 1998.

The total cost of the audit, including the cost of Tasmanian Audit Office staff is estimated at \$48,000.

BACKGROUND

There are approximately 2 000 vehicles on lease to government agencies audited as shown below on the following dates:

Agency	31 August 1998	30 June 1997	30 June 1996
DELM	194	184	198
DETCCD	159	112	101
DPIF	140	152	159
Justice	83	82	104
DPAC	37	32	32
DCHS	735	783	790
TDR	35	33	42
Tourism	21	25	46
Treasury	28	34	36
WSA	45	46	6
Police	419	401	376
Transport	96	101	99
DVET*	0	64	67
TOTAL	2012	2063	2101

Sources: Treasury and Fleetcare

In regard to the above table, the former Department of Vocational and Educational Training (DVET) was restructured during 1997-98 with portions of the agency distributed between a new Office of Vocational and Educational Training, which is part of the Department of Education, Training, Community and Cultural Development and a new organisation, TAFE Tasmania. Some variation in the number of vehicles leased by agencies over the three years is due to other restructures, with some vehicles now leased by other government bodies. However, the overall trend has been a decrease in vehicles leased.

A related trend has been the steady decrease of vehicles held by TASFleet in its short-term hire car pool, detailed as follows:

Date	Number of vehicles
30 June 1996	102
30 June 1997	77
31 August 1998	49

Vehicles leased by the Tasmanian Government consist mainly of passenger vehicles and light commercial vehicles.

In 1994 the Department of Treasury and Finance ('Treasury') commissioned a review of State Purchasing and Sales Division of Treasury of which the State's car pool,

TasFleet, was a line of business. Treasury gradually has been implementing findings from the consultant's report over the past four years, including recent reforms relating to vehicles.

Centralisation of the State Light Vehicle Fleet

Treasury considered that a centralised fleet management function would focus on managing all Government vehicles in line with a common policy of best practice to ensure the vehicles are maintained and turned over as appropriate to optimise their resale value and control maintenance costs. Prior to March 1996, light vehicles were under the control of agencies and government business enterprises (GBEs), and the centralised car pool had approximately 700 vehicles available for short, medium and long-term hire. However from March 1996 light vehicle ownership was vested in a central agency, TasFleet, which leased them to agencies. The only vehicles which were not included in the centralisation were externally funded, such as through Commonwealth grants.

From May 1998 management of the State light vehicle fleet was transferred from TasFleet to Fleet Care Services Pty Limited (Fleetcare), a subsidiary of the Commonwealth Bank Ltd. Fleetcare is expected to assume ownership of the fleet in early 1999 by way of a sale and lease-back arrangement.

DPAC/Treasury Survey

In December 1996 Treasury and the Department of Premier and Cabinet (DPAC) obtained information from agencies regarding the total number of light vehicles used, the breakdown of vehicles by private plates and 'G' plates and whether they were provided as part of a contract, as well as the number of vehicles regularly home garaged. Agencies were requested to advise DPAC as to:

- ***The number of private-plated vehicles that could be converted to Government ('G') plated.*** Agencies reported relatively little capacity to carry out such conversions, based on the various circumstances that private plates were issued in the first instance. Such cases include senior executive service contract provisions, operational purposes, and interstate postings such as for Tourism Tasmania's staff and the Ministerial fleet.
- ***The achievable reduction in the number of private plated and Government plated vehicles in use by the agency.*** A total of 35 vehicles was targeted for disposal across all agencies.
- ***The number of vehicles that could be garaged on Crown-owned or leased property under appropriately secure conditions rather than home garaged.*** Agencies stated that the major impediment was the lack of secure out-of-hours parking facilities. While an exact number of vehicles could not be ascertained through the survey, one agency said that between 50 to 80 of its vehicles are home garaged for this reason.

In July 1997 progress reports were requested from each agency.

The results of the survey data gathered were contained in a draft internal report prepared by DPAC and policy guidelines released by the Government in March 1998.

FBT Liability and Motor Vehicles

The payment of fringe benefits tax (FBT) is a significant expense to agencies, and ultimately to the Tasmanian community. An FBT liability arises when private use is

made of a car leased to an agency for business purposes. Due to the size of the liability to Government as a whole, some agencies have begun to determine strategies to minimise instances where private use occurs, as well as ensure that they are not unnecessarily paying excessive FBT.

There are two methods of calculating FBT liability on private use of vehicles. The 'statutory formula' method calculates FBT liability using a 'statutory fraction'; the 'operating cost' method bases the taxable value of the fringe benefit on the actual operating costs of the car during the period over which the benefit arises. That cost is then apportioned between business and private use to determine the liability. Using either method can result in different levels of liability to the agency.

FBT is also payable on car park facilities where, inter alia, the car is parked on 'business premises' or 'associated premises' within 1 kilometre of a commercial parking station. Certain non-profit bodies such as hospitals and public educational institutions are exempt from such liability, as well as such benefits provided for disabled persons.

Previous Reviews and Audits

The Australian Capital Territory Government Audit Office issued a report in 1995, *Government Passenger Cars*, which concerned effective, efficient and economic vehicle use in that jurisdiction.

In 1998 the Western Australian Office of the Auditor-General issued its report, *Selecting the Right Gear: The Funding Facility for the Western Australian Government's light Vehicle Fleet*. The scope of this report was narrower, as it regarded issues arising from the outsourcing of the Government light vehicle fleet in 1996.

As well, the Audit Office of New South Wales carried out a motor vehicle fringe benefits tax compliance review which was included in Volume Three of its 1997 *Report to Parliament*. However, the review excluded budget sector agencies, which are within the scope of the present audit.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

ANALYSIS OF CAR USE AGAINST GOVERNMENT POLICIES

In March 1998 the Department of Premier and Cabinet (DPAC) issued the Policy and Guidelines for the Allocation and Use of Tasmanian Government Motor Vehicles. The document provides a framework, and DPAC recommends that agencies use it as a basis for more detailed procedures in their own manuals. Areas covered by the policy and guidelines include:

- Heads of Agency's responsibility to ensure that the size of their fleets are consistent with effective and efficient resource use;
- Issuing of government and private plated vehicles—Government policy at the time this audit was performed was to minimise the latter category of vehicles.
- Instances under which private use is allowed are set out; and
- Home garaging—unless particular circumstances arise, vehicles must be garaged at official premises.

Awareness of Policy in Agencies

At the time the policy and guidelines were distributed to agencies, DPAC requested that they be brought to the attention of all staff with access to government vehicles. To gauge the awareness of the policy and guidelines among agency staff, the Audit Office made enquiries of officers in charge of vehicle management and inspected bulletin boards and staff procedure manuals. As well, the Audit Office ascertained whether, in line with Government policy, agencies have issued their own comprehensive policy manuals on vehicle use, to supplement the new Government policy and guidelines. Coupled with the policy is a *Driver Information Guide* produced by Fleetcare which is placed in each vehicle.

Findings at Agencies

Several agencies have drawn up or revised their own policies and guidelines on vehicles due to the release of the Government's policy and guidelines, or are in the process of doing so. A few agencies did not consider that it was worthwhile to develop additional documents, despite the Government's intention that the policy was not to be seen as comprehensive.

Examples of Better Practice

In regard to those agencies which have already developed or redesigned their own documents on motor vehicle use to be consistent with the Government's policy and guidelines, the Audit Office found the following agencies' documents to be comprehensive and assist overall in achieving efficient fleet management: DETCCD, TDR, Transport, Tourism and DELM.

Overall Efficiencies in Fleet Sizes

Through the Audit Office discussions with officers regarding the 'right-sizing' of their fleet, the Audit Office ascertained what progress has been made.

Examples of Better Practice

The Audit Office found that a number of agencies have taken action to minimise fleet expenditure and increase their efficiency of assets used:

- Tourism has decreased its fleet from 33 to 21 vehicles over the past 18 months;
- DCHS has reduced its total fleet from 783 to 735 between November 1996 and May 1998 (its target size is 648); and
- Over the same period, TDR has reduced its fleet from 42 to 35.

As well, from enquires about various aspects of fleet management over the course of this audit, the Audit Office came across instances where DELM, Tourism, Transport and TDR had returned particular vehicles to either TasFleet or Fleetcare based on insufficient business use. Treasury will commence a procedure under which a Corporate Support officer will review the monthly Fleetcare Utilisation report. If a vehicle is not being utilised effectively over a three-month period, it is to be brought to the attention of the Director Corporate Support Division for review.

Disposal within Age and Distance Limits

Government policy is to dispose of vehicles at the end of two years or when the vehicle has travelled 40,000 kilometres, whichever occurs first. These thresholds exist to ensure that a high resale value is obtained for vehicles at the time of disposal.

From discussions with several agencies, officers were concerned that if disposals were made before either threshold applies, sales tax would apply to the resale of the vehicle. However, from the Audit Office discussions with Fleetcare staff, it is understood a sales tax ruling has been obtained by Treasury exempting from sales tax those agencies which return vehicles before either threshold is reached, provided they can show an intention to retain the vehicle for the threshold period at the time the vehicle was originally leased. Under these arrangements, agencies which desire to reduce their fleets to a more efficient and effective size are not financially disadvantaged.

There has been a general downturn in proceeds received for Government vehicles resold. One officer considered that this could be due to all vehicles being sold in the Hobart area whereas some agencies would distribute their vehicles for resale at various points around the State and occasionally in Melbourne to get a better return.

There was some concern amongst agencies that consistently lower sale prices for vehicles could later impact on lease costs. This has occurred in Western Australia, where the Government fleet was sold to FleetWest who also managed and leased the vehicles back to Government agencies. A report by the WA Office of the Auditor General on that State's leasing arrangements states 'overall...the return on retiring vehicles has been significantly lower than that anticipated when the leases commenced. Future rentals will therefore increase'¹.

Samples of vehicles disposed of during the 1997-98 year were taken at each agency to ascertain whether the vehicles were disposed of in accordance with the thresholds.

¹ Office of the Auditor General, Western Australia. 1998. *Selecting the Right Gear: The Funding Facility for the Western Australian Government's Light Vehicle Fleet*, Report No 2, page 2.

Findings at Agencies

Practically all agencies had a number of vehicles which at the time of disposal had either travelled more than 40,000 kilometres, were more than two years old, or both. In most cases this was found to be due to delays in the replacement vehicle being delivered to the agency. One particular make of vehicle has taken up to 4 months for resupply to an agency.

It is understood that with the agencies' use of Fleetcare's monthly 'Vehicles Due for Replacement in Six Months' report, agencies will be in a position to notify Fleetcare of future purchases in advance, which will then enable Fleetcare to order vehicles from suppliers a few months ahead of time, thus creating a 'seamless' replacement of vehicles.

Recommendation

Audit recommends that agencies regularly review and act upon Fleetcare's monthly 'Vehicles Due for Replacement in Six Months' report to minimise delays in replacing vehicles.

Business versus private use

Government policy permits private use of operational vehicles only in limited circumstances. Exceptions include situations which are consistent with officers' family responsibilities, such as dropping one's children off at school on the way to work and *minor* detours while engaging in official business are also allowed (emphasis added).

Regulation 70 of the *Tasmanian State Service Regulations* states that 'an employee who is acting as the driver of an Agency vehicle shall use that vehicle only for official business or for purposes determined by the relevant Head of Agency.'

However, 'business' and 'private' vehicle use have different meanings in terms of fringe benefits tax (FBT) legislation, and it is primarily for FBT purposes that log books are maintained. FBT issues are discussed in a later section of this report.

To ascertain the overall breakdown of business and other use, Audit reviewed agencies' log books for the period of September through November 1997 for 20 G-plated vehicles. This test was performed at the following agencies: DCHS; DETCCD, DELM, Police, Treasury, DPIF, Transport, TDR, Tourism and WSA. The test was not able to be carried out at Justice and DPAC as they do not use log books, or did not use them at that time. At two agencies, Treasury and Tourism, log books are not used for all 'G' plated vehicles, so the Audit Office testing was affected accordingly.

Findings at Agencies

Overall, the majority of private use found was in the nature of home-office-home travel. This was shown in the Audit Office samples of log books at Treasury, DETCCD, TDR, WSA, Tourism and DELM. While allowable under limited circumstances as set out in the Government's policy, if this is the main use of a pool-type vehicle, more appropriate transport arrangements, such as taxis or short-term hire may be more cost-effective while still enabling an agency to deliver its services efficiently. For example, two vehicles at DETCCD had 76% and 55% of travel relating to home-office-home journeys. Other instances of high private use during the September to November period included:

- WSA: of 20 vehicles tested seven had private use proportions of 45%, 47%, 49% (3 vehicles), 53%, and 59%. The agency is nearing the end of its own data

collection period for reviewing business and private use of vehicles, and a working group will present its findings to management for determination.

- Transport: of the 20 vehicles tested, two vehicles had private use proportions of 43% and 45%. Both vehicles had already been converted to private plates.
- TDR: two vehicles had private use of 69% and 49%. The agency has stated that in relation to one vehicle, the salary package of the officer concerned is being reviewed. In regard to the other vehicle, the agency contends that it is more economical to continue with the long-term lease due to the nature of the officer's work.
- Tourism: One vehicle had 50% private use. The agency has stated that the vehicle is not likely to be replaced at the end of its lease.

Another means of ascertaining the level of use of a vehicle was to review the number of weekdays vehicles were not used for business purposes at all, over the same three month period of 64 business days for 20 vehicles. Notable findings from this testing included:

- WSA: five vehicles with no business use on 34, 36, 37, 45 and 56 weekdays.
- Treasury: one car not used for business purposes for 33 days.
- DCHS: one car not used for business purposes for 31 days.

The Audit Office understands that WSA now has a procedure in place to monitor the number of days that vehicles are not used, to enable vehicle rotation to occur, and thus increase the efficient use of its vehicles. Likewise, Treasury will have an officer review its own agency's vehicle use over a three-month period and refer cases of apparent under-utilisation to the Director Corporate Support Division. However, it should be noted that the Fleetcare utilisation report used for such analysis does not contain a further breakdown between business and non-business use, as the latter would require a review of log book entries for each vehicle.

Recommendations

Agencies should require staff to keep log books for all G-plated vehicles and regularly review the proportion of business to private use for its G-plated vehicles which are not part of employees' contract provisions to ensure efficient use of its vehicles.

As well, frequency of car use should be monitored to enable agencies to rotate vehicles, such as when a principal user goes on leave, and thus gain maximum use from its fleet.

After Hours Use of Vehicles

Where log books were maintained at agencies and private use was recorded, Audit reviewed records to note any after-hours use of government vehicles to ascertain whether it was in accordance with Government policy.

Findings at Agencies

As discussed above, this test could not be carried out on vehicles at DPAC or Justice, as no log books are used. Another limitation was the format of the log book sheets used by each agency, which varied. For Police, TDR and WSA there were no time start and finish columns, or the columns were not used, so the only after-hours use

which could be tested related to weekends and public holidays. Satisfactory results were found for the following agencies: DCHS, Treasury, TDR, WSA, Tourism and DELM.

For DETCCD, five vehicles appeared to have non-business related after-hours use. Similarly in regard to DPIF, 10 vehicles had after-hours use recorded, but a number of these instances had log book entries such as 'town running' and it was difficult to determine whether the trip was of a private or business nature.

Overall it was considered that the majority of agencies had a satisfactory result for this portion of the audit, but due to vague log book entries, the Audit Office could not form an opinion in relation to DETCCD and DPIF.

Home garaging

As stated earlier in the report, home garaging is intended to be kept to a minimum, as government vehicles must be garaged at official premises unless special circumstances arise.

Government policy on home garaging requires approval in writing by a Head of Agency where:

- Secure garaging facilities are not available on government premises;
- It is routinely more effective for an employee to start work directly from home; or
- An employee is on frequent out-of-hours call out.

Short-term home garaging may also be approved on an individual case basis where an employee is on call for a limited period or to allow for an early start or late return for a trip away from the normal place of work.

It is up to each agency to determine the method by which effective service delivery is attained. However, it should be noted that while home garaging may be allowable within government policy, if the vehicle concerned is classified as a 'light vehicle' non-business travel is subject to FBT. Thus a cost-benefit analysis should be carried out and more detailed guidelines developed by agencies to clarify these areas with staff.

Findings at Agencies

In some situations, agencies do not have secure overnight parking on their premises, requiring the vehicles to be home garaged at night, preferably off-street if possible. This is the situation at WSA, Treasury, DETCCD, DPIF, Transport, DPAC and Justice.

A related issue is whether the number of secure parking places near agencies' premises can be increased. In this regard, the Audit Office understands that due to the decrease in the size of the short-term hire car pool, which is located at 15 Murray Street, Hobart, this has had the effect of freeing up several secure parking spaces in that building's garage. From discussions with Treasury officers, the Audit Office understands that Treasury has indicated it is willing to investigate making up to ten parking spots available to other agencies.

For the following agencies, the Audit Office found that all vehicles sampled were home garaged in accordance with one of the Government policy categories set out above: Justice, Tourism, DPAC, DELM, DPIF, Police, DCHS, TDR, WSA, and Treasury.

In a few isolated cases at Transport, vehicles were home garaged by particular officers due to 'tradition'. However, the Audit Office understands that with the agency's new policy on vehicles, annual reviews of appropriate home garaging will take place. The Audit Office did not receive detailed information on DETCCD vehicles sampled to determine whether all of them were appropriately garaged, only a statement from an officer assuring the Audit Office that this was the case.

Examples of Better Practice

The Audit Office understands that DCHS officers carry out spot checks to ensure that home garaged vehicles are actually parked securely, off the street.

Approval for home garaging is carried out on an annual basis at Police and DELM, and Transport will commence such a procedure when its new policy is put into action.

Alternative Means of Transport

As part of ascertaining the overall cost-effective approach agencies have toward transportation of officers for service delivery, the Audit Office reviewed agencies' policy documents for guidance to employees on which mode of transport is appropriate in particular situations.

Findings at Agencies

TDR and WSA: Use of private vehicles is not encouraged, and is considered a last option. Taxis may be appropriate where it is deemed economical and/or a vehicle is not available. Vehicles are not to be left at airports overnight.

Transport: Where no pool vehicles are available, officers can use private vehicles for travel up to 10,000km per annum, or can use taxis. Hire cars are allowed for day trips when no other transport is available, and are an effective option where one-way travel is needed.

DCHS: During periods of leave, agency vehicles are to be either transferred to the officer acting in the position, or returned to the pool. Vehicles should not be left at airports; alternative transport should be arranged in such circumstances. Use of private vehicles for work purposes should be avoided.

DETCCD: Where officers regularly travel as part of their position, but it is less than 12,000km pa, or where officers are required to occasionally travel as part of their employment and do not have access to a departmental vehicle, use of a private vehicle is permitted. Taxis are appropriate for short distance urban transport. Hire of a car is a final option, and normally only for day trips.

DELM: For officers who travel less than 4,000km pa, a departmental car pool vehicle should be first choice, then a TasFleet car pool vehicle, then a private vehicle, and lastly private car hire facilities.

Tourism: If no agency vehicle is available, the next alternative is a short-term hire vehicle from TasFleet, and then from the nominated private hire car company.

Treasury: Due to the significant commitment of agency resources for a long-term lease, in each case an examination should be undertaken of the options available for meeting operational requirements before authorisation is given for the lease of a replacement or additional vehicle. Alternatives include using existing agency pool vehicles, short-term hire from the TasFleet short term pool, or a private vehicle.

Recommendation

All agencies should have in place a comprehensive (written) policy which enables staff to understand the priority of various modes of transport that is appropriate in various situations.

Conclusion

Since the commencement of a Government focus on improved agency fleet management in 1996, several agencies have taken the initiative to bring about efficient resource management by:

- decreasing the number of leased vehicles;
- revising their own policies and guidelines on vehicle use;
- minimising home garaging of vehicles; and
- promoting efficient alternative means of transport for carrying out service.

However, the Audit Office considers that improvements are possible in the following areas:

- decreasing the delays in replacing vehicles by having agencies and Fleetcare work together; and
- regularly reviewing vehicles with low business use.

Where agencies are not currently using log books, the Audit Office recommends their use, as it provides the data needed for determining effective fleet management.

FREQUENCY OF CAR USAGE

Vehicles Standing Unused

The degree to which vehicles stand unused during the day is a strong indicator of whether agencies have the correct amount of vehicles in their custody.

To roughly ascertain the number of vehicles standing unused during the day, Audit officers checked agency car parks twice a day for a minimum of three days and noted those cars which were present. A low number of vehicles in the car park would indicate a high usage rate of vehicles.

Findings at Agencies

The following agencies had G-plated vehicles standing unused for the majority of observations:

- Treasury: both vehicles;
- TDR: two of 18 vehicles;
- DPIF: six of 26 vehicles;
- Tourism: two of five vehicles;
- Transport: seven of 36 vehicles;
- DETCCD: four of the 34 vehicles; and
- WSA: two of the 23 vehicles.

In regard to some vehicles, agencies informed the Audit Office that a corresponding low business use during the period tested was due to a 'quiet period' in terms of service delivery for the program area concerned. This was the situation at DPIF and Transport.

In regard to vehicles unused during the Audit Office's observations at TDR and Tourism, the agencies were already aware of the lack of use and had begun a process to reduce the size of their fleets and organise for alternative arrangements for the officers concerned.

Recommendation

As the majority of private travel for cars standing unused would conceivably either be home-office-home for those vehicles which are home garaged or nil for vehicles kept in secure premises overnight, the Audit Office reinforces its recommendation set out in the previous section of this report. Agencies should monitor lack of business use to ensure that vehicle rotation can be arranged where possible to maximise efficient use of their fleets.

Use of SES Vehicles by Other Officers

A condition of the supply of vehicles to SES officers is that they be made available to other officers during the day for official business. To verify the degree to which SES cars were used by other staff, log book records for those cars were reviewed, and discussions held with agency staff.

Findings at Agencies

As the majority of agencies which use log books only do so for 'G-plated' vehicles, there were only a few occasions where the Audit Office could test log book data to verify the amount of use of SES vehicles. In other cases the Audit Office relied upon discussions with officers and formalised agency policy which reinforces SES officers' obligation to make vehicles available to other staff.

Accordingly, the Audit Office reviewed log book entries at DPIF, Police, TDR, and WSA, and in all cases there was evidence that the vehicles were being used by other officers.

In regard to all agencies, there were formal policies in place to encourage SES officers to make their vehicles available, but informally the officer to whom the Audit Office spoke considered that such vehicles were a 'last resort' when no other vehicles were on hand. The Audit Office considers that such an approach is acceptable, as the test results have shown that such use does occur.

Conclusion

The Audit Office considers that improvements in efficient vehicle management are possible for a number of agencies through regular review of the level of vehicle usage, which is possible through review of Fleetcare's 'Utilisation Report' together with analysis of data gathered from log books. From the limited testing the Audit Office was able to carry out on SES vehicles, it appears that such vehicles are made available to other staff, in accordance with SES officers' contracts.

FBT LIABILITY MINIMISATION

For the 1995-96 year, the Tasmanian Government had a fringe benefits tax (FBT) liability of \$11M imposed on all agencies, the majority of which related to motor vehicles. This amount included penalties, which were payable by all agencies except DPAC following an Australian Taxation Office (ATO) audit. For several agencies this increased liability has brought about an increased focus on minimising FBT liability in the future, with particular emphasis on vehicle related liability, as this was considered to be the most serious problem.

Using Most Economical Basis of FBT Calculation

As stated in the background chapter of this report, there are two methods available to calculate the amount of FBT due on private vehicle use benefits: operating (actual) cost and the statutory method.

Prior to July 1998, vehicles were leased from and owned by TasFleet, which is part of the Department of Treasury and Finance (Treasury). The ATO advised Treasury that agencies could not include lease charges for their calculations if the operating cost method were used during that period, as the vehicles were owned by the employer, namely the Crown. Accordingly, some agencies which currently use the actual cost method are doing so by not including the lease charge, and instead using an amount comprising costs for repairs, insurance, registration, imputed interest and depreciation for each vehicle.

It is anticipated that from early 1999 ownership of the fleet will have passed to Fleetcare, and according to the ATO an arm's length transaction was formed, allowing agencies to include lease charges in operating costs calculations for each vehicle. However, the ATO has informed the Audit Office that agencies will need to exercise caution in applying this approach as any vehicle which has attracted a sales tax concession in respect of its purchase may require an adjustment of the lease charges for FBT purposes to correctly reflect a true market value².

The Audit Office encountered a misconception among several agencies that use of the operating cost method was not allowed while the fleet was still owned by the Crown, but the ATO has informed the Audit Office the this view is incorrect³. Rather, what has prevented agencies from using this method has been the lack of running cost records maintained for each vehicle while the fleet was managed by TASFleet.

At several agencies wide variations in FBT liability can occur depending upon the method used. Accordingly, the Audit Office wished to ascertain whether agencies had carried out the calculations under both methods and whether they were making an effort to minimise their liability.

Findings at Agencies

Currently Treasury, DETCCD, and Police use either method depending on what is more economical for each particular vehicle, using an amount which excludes lease charges as described above. The following agencies have informed the Audit Office that they will commence using the operating cost once the ATO has determined that it is allowable to include lease charges in the calculations: DPIF, DCHS, TDR,

² Australian Taxation Office. 1998b. Correspondence, 24 September.

³ Australian Taxation Office. 1998b. Correspondence, 24 September.

Transport, WSA, Tourism, Justice and DELM. DPAC will continue to use the statutory method for all its vehicles, as it does not consider the actual method to be cost effective for an agency of its nature.

Examples of Better Practice

As noted above, DPAC was the only agency the ATO found to have reported its FBT liability correctly.

DELM had previously engaged consultants to ensure adequate controls and procedures were put in place to ensure the agency reported its FBT liability correctly. However, since the recent FBT audit, DELM has advised the Audit Office that DELM will be seeking training from the ATO to ensure its future liability is minimised.

Following DCHS' FBT audit and subsequent payment of its outstanding liability, the Agency Management Team (AMT) resolved to make FBT minimisation a priority for all Divisions by developing a strategy, the sponsor of which is the Head of Agency. The strategy includes adoption of the operating cost method for determining its liability, which in turn has imposed a responsibility on Divisional Directors to ensure that log books are completed correctly. As well, performance reports on vehicle use and the size of the agency's fleet are reviewed monthly by the AMT.

Record-Keeping for FBT Purposes

Where the operating cost or 'actual' method is used, there are three statutory requirements to be met:

- Log book records must be kept for a minimum three-month period. Details of these records are set out below;
- Records must also be kept to evidence the actual running costs of each vehicle;
and
- Calculations are to be made to determine the 'deemed' depreciation and interest incurred as a result of the ownership of the vehicle, **or**
- Inclusion of leasing costs, if the vehicle is leased rather than owned⁴.

As part of the audit, the Audit Office reviewed the adequacy of log book record keeping.

There is still some belief in particular agencies that log books need only be used for those organisations using the operating cost method of FBT calculation. However, the Audit Office considers that log books or running sheets are a primary source of ascertaining the nature of vehicle use, provided that adequate details are entered by officers. Vehicles with little business use can be a key indicator that resources may not be efficiently used, and the Government's policy on vehicles charges Heads of Agencies with the responsibility to ensure that vehicle pools are efficiently and effectively managed. Another use of log books is to enable agencies to determine who was driving a vehicle if a traffic infringement notice is issued in regard to that vehicle.

Inclusion of the particulars of a journey enables managers to ensure correct classification of the purpose of each trip in regard to its own policy, as well as

⁴ Australian Taxation Office. 1998a. *Fringe Benefits Tax: A Guide for Employers*. Canberra: ATO, page 18

whether it is subject to FBT. In regard to FBT specifically, if there are insufficient details to warrant a trip being classified as 'business', then the ATO treats it as a private journey and it is taxed accordingly.

In its publication on FBT, the ATO states that while there is no 'official' log book form, the following details must be entered for each business journey:

- The date(s) on which the journey began and ended;
- The odometer readings at the start and end of each journey;
- The kilometres travelled; and
- The purpose of the journey (not merely the destination)⁵.

Findings at Agencies

As mentioned earlier in this report, for all agencies the Audit Office could not determine the nature of the travel recorded in the log book for a number of journeys as the details were too vague (eg, 'local' 'town running', or just naming suburbs or town travelled to instead of the actual office or business travelled to). In other cases the entries were incomplete. One log book entry simply stated 'misc. 9 days' for 458km of travel.

For the Audit Office testing of DCHS' log books in the Northern Region, a number of cars tested had pages of log books missing. The Audit Office understands that following its current 12-week internal FBT review, the agency will table and follow up non-compliance cases at the next Executive Committee meeting.

Recommendation

For those agencies who will be using the actual cost method of calculating FBT, the Audit Office recommends that officers be made aware of the ATO's requirements for completing log book entries for journeys. Where log books are also used to monitor use of motor vehicles generally, such agencies are encouraged to inform staff as to what is considered as an acceptable standard of entry.

Conclusion

Agencies have only recently become more aware of their ability to better contain and minimise their FBT exposure. Accordingly, the Audit Office believes that there is considerable room for improvement in this area, such as:

- Including more complete journey details in log books; and
- Reviewing the need of continuing to lease on a long-term basis those vehicles with high proportions of private use.

⁵ Australian Taxation Office. 1998a. *Fringe Benefits Tax: A Guide for Employers*. Canberra: ATO, page 22.

LEASING ARRANGEMENTS

After the fleet was centralised, agencies began leasing vehicles first from TasFleet then from Fleetcare. The lease rate had regard to cost recovery, depreciation charges and capital charges and related costs such as insurance and registration, and body work required prior to resale of the vehicle.

A related issue is that when vehicles were owned by each agency, they also arranged for their own disposals of vehicles due for replacement. Since the centralisation of the fleet, disposals were arranged by TasFleet, and from 1 July Pickles Auctions (Tasmania), a Division of the Industrial Auction Group Pty Limited is now charged with this responsibility.

Value for Money of Current Leasing Arrangements

To ascertain the cost effectiveness to each agency of the current leasing arrangements, the Audit Office obtained estimates of short-term hire costs to determine whether it is more cost effective to hire vehicles on a short- or long-term basis, after examining the amount of business use for a sample of vehicles as outlined in an earlier section of this report.

Costs for insurance, repairs and maintenance and fuels were added to lease costs to approximate the total cost per vehicle over the three month period analysed. The Audit Office then ascertained the vehicle cost per business use day, and compared this to the equivalent short-term daily hire charge from the TasFleet car pool to determine cost effectiveness.

Findings at Agencies

As this test involved examination of the amount of business use of vehicles, the procedure could not be carried out on DPAC or Justice vehicles tested, as those agencies do not use log books.

For all vehicles analysed, the Audit Office found that it was more cost effective to lease them on a long-term basis rather than short-term. On average the savings for agencies ranged between \$25 and \$55 per vehicle per day.

Conclusion

The Audit Office considers that value for money currently is being achieved by agencies' long term hire of vehicles, based on the current level of business use and related costs.

PERFORMANCE MANAGEMENT

Performance Indicators Used for Fleet Management

As this report has shown, the availability of key information such as business versus private use, and the time it takes for a vehicle to reach the 40,000 kilometre disposal threshold would assist agencies in ensuring they have a fleet size that is consistent with the effective and efficient service delivery. As part of the audit, the Audit Office enquired as to whether such data was gathered and used as the basis of decision making.

For further details on the usefulness of performance indicators (PIs) refer to the Audit Office earlier reports on PIs in government departments, set out in the end of this report.

Findings in Agencies

Only a few agencies have set up their own performance management reporting systems.

However in other cases the Audit Office found less formal or intermediate levels of performance reporting carried out at a few agencies. Both WSA and Transport have been gathering data on business and private use of vehicles which will be analysed and reported upon to senior management for further action. Tourism is considering setting up performance indicators next year. While TDR does not have a formal reporting system in place, information is gathered regularly to enable vehicle rotation, thus ensuring vehicles are efficiently used.

Examples of Better Practice

DCHS reports monthly in a divisional breakdown format to the Executive Committee. The reports set out cars leased by the agency, amount of home garaging, and number of private plated cars that could be converted to 'G' plates. Within each region, fuel consumption and expense summaries are reviewed.

DELM maintains a database of all vehicles' odometer readings, petrol purchases, and private vehicle use. Reports are run off the system monthly, and are distributed to each division for comments and action.

Recommendation

The Audit Office encourages agencies to set up formalised performance management systems, using Fleetcare's monthly reports where appropriate, in order to ensure that their vehicles are used effectively.

Verifiability of Performance indicators used

In the cases where the Audit Office found indicators in use at agencies, the underlying source data was tested to ensure validity of the PIs.

Findings at Agencies:

At Transport and WSA, the Audit Office compared levels of business use for the vehicles tested to data gathered by each agency, and found consistency in the percentages calculated.

Data gathered from each region for entry into DCHS' database was verified by tracing a sample of data collected by the Northern Region to source documentation, and results from this testing was satisfactory.

To test the integrity of DELM's database, the Audit Office attempted to trace a sample of log book details on odometer readings to the database. However, as data is input from the log book sheets as they are received, which is usually on an irregular basis, rather than at the end of each month, the Audit Office could only approximately agree monthly totals for a vehicle from the sheets to the database.

Utilisation of Information from Fleetcare

It is noted that since Fleetcare has begun managing the fleet, it issues the following monthly reports to each agency:

- 'Vehicles Due for Replacement': sets out which vehicles should be replaced in the next six months, according to projected age and distance;
- 'Overdue Maintenance Report': Lists those vehicles that have either missed their service dates or are due for a service in the next six months;
- 'Fuel Transaction Report': To enable the monitoring of unusually frequent refuelling of vehicles, this report lists all uses of the fuel card for each vehicle for the month;
- 'Accident and Infringement Report': sets out vehicles with traffic infringements and/or involvement in any accidents.
- 'Do and Charge Transaction Report': This report includes any repairs made to vehicles during the month; and
- 'Vehicle Utilisation Report': Based on a target usage rate of 20,000 kilometres per year, the report lists the distance travelled for the month, the average distance since it was in service and whether the vehicle is over or under utilised.

It is noted that Fleetcare relies upon odometer readings collected by petrol station and garage attendants when vehicles are serviced, and some inadvertent fluctuations in data collection may occur through such a process. Nonetheless, the Audit Office considers that the reports provided by Fleetcare would provide comprehensive information to agency managers, provided they are actually reviewed and action taken to ensure effective fleet management by the responsible officers.

From the Audit Office discussions with Fleetcare, it is understood that at a future point in time agencies will be able to access this information on-line whenever it is required.

Accordingly, one of the Audit Office tests during the audit was to determine whether there was an officer charged with the responsibility of reviewing and acting on these reports.

Findings at Agencies

From the Audit Office enquiries, the Audit Office understands that with the exceptions of DPAC and Police, officers have been assigned the task of reviewing the monthly Fleetcare reports and following up material findings.

Treasury has not been receiving the reports until recently, and has appointed a responsible officer to review them and link findings to the agency's performance indicator framework.

However, the Audit Office have noted from the Audit Office discussions with those officers who are responsible for this task that there is some uncertainty as to how they should interpret the results from some of these results, particularly the 'Utilisation' report. To that end, Fleetcare has offered to run an information seminar for agencies to help officers maximise use of information contained in the reports.

Conclusion

As only two agencies currently have in place a formal performance reporting system, there is considerable scope for improvement in this area, particularly by incorporating the review and follow-up of information contained in Fleetcare's monthly reports into resource management processes.

OVERALL CONCLUSION

The Audit Office found that agencies are at different levels in managing the effectiveness, efficiency and economy of their vehicles from various aspects.

Instances of low vehicle usage was found at some agencies, but it is considered that improvement can be brought about through regular monitoring.

Senior Executive Service vehicles are made available to other officers during the day.

In regard to analysis of vehicle use against Government policy, awareness of the policy and guidelines on vehicles was found at all agencies, and several have integrated them into internal agency documents. As well a number of agencies have taken action to minimise their fleet sizes over the past two years.

However, two areas of concern in regard to government policy are firstly the length of time taken to receive a replacement vehicle, which has implications for the age and distance travelled for vehicles still held by agencies. Secondly, several instances of high private use was found for a number of vehicles as well as a large number of days a vehicle was not used at all. It is hoped that with regular review and follow up of Fleetcare reports, appropriateness of home garaging entitlements, and FBT minimisation, this trend will decrease.

Vehicles tested were found to have been home garaged in accordance with policy, but there is scope to decrease instances of home garaging due to lack of secure parking near the agency may be possible.

In regard to FBT, the Audit Office noted that most agencies are now focused on setting up improved procedures to ensure that the correct and least amount of tax liable is paid.

With respect to leasing arrangements, value for money is currently being achieved by agencies' long-term hire of vehicles.

It is considered that improvement is possible in various areas for all agencies, and the Audit Office has corresponded with each agency in this regard and received undertakings for achieving better practice.

RECENT REPORTS

1992	SPECIAL REPORT NO. 1	REGIONAL HEALTH SUPPORT SERVICES
1992	SPECIAL REPORT NO. 2	STUDENT TRANSPORT
1993	SPECIAL REPORT NO. 3	EDUCATION INSTITUTIONS CLEANING SERVICES
1993	SPECIAL REPORT NO. 4	STANDARD OF ANNUAL REPORTING BY GOVERNMENT DEPARTMENTS
1993	SPECIAL REPORT NO. 5	MUNICIPAL SOLID WASTE MANAGEMENT
1994	SPECIAL REPORT NO. 6	ADMINISTRATION AND ACCOUNTABILITY OF GRANTS
1994	SPECIAL REPORT NO. 7	REGIONAL HEALTH MEDICAL REVIEW
1994	SPECIAL REPORT NO. 8	WASTEWATER MANAGEMENT IN LOCAL GOVERNMENT
1995	SPECIAL REPORT NO. 9	HERITAGE COLLECTION MANAGEMENT
1995	SPECIAL REPORT NO. 10	OFFICE ACCOMMODATION MANAGEMENT
1995	SPECIAL REPORT NO. 11	RECORDING AND REPORTING BY GOVERNMENT DEPARTMENTS OF THEIR NON-CURRENT PHYSICAL ASSETS
1995	SPECIAL REPORT NO. 12	TENDERED WORKS
1996	SPECIAL REPORT NO. 13	NURSING COSTS IN TASMANIA
1996	SPECIAL REPORT NO. 14	REVIEW OF PERFORMANCE INDICATORS IN GOVERNMENT DEPARTMENTS
1996	SPECIAL REPORT NO. 15	CASH MANAGEMENT IN LOCAL GOVERNMENT
1996	SPECIAL REPORT NO. 16	DEPARTMENTAL ACCOUNTING MANUALS AND COMPLIANCE WITH PROCEDURES
1997	SPECIAL REPORT NO. 17	AIR TRAVEL
1997	SPECIAL REPORT NO. 18	REVIEW OF LAND INFORMATION
1997	SPECIAL REPORT NO. 19	COMPLIANCE WITH SUPERANNUATION GUARANTEE ARRANGEMENTS
1997	SPECIAL REPORT NO. 20	REVIEW OF COMPUTER CONTROLS IN GOVERNMENT DEPARTMENTS
1997	SPECIAL REPORT NO. 21	SPECIAL INVESTIGATION INTO ADMINISTRATIVE PROCESSES ASSOCIATED WITH PRESERVATION AND MAINTENANCE OF THE PORT ARTHUR HISTORIC SITE
1997	SPECIAL REPORT NO. 22	LAND INFORMATION AND ADVERSE POSSESSION
1997	SPECIAL REPORT NO. 23	MANAGING SCHOOL MAINTENANCE AND MINOR WORKS
1997	SPECIAL REPORT NO. 24	FURTHER REVIEW OF PERFORMANCE INDICATORS IN GOVERNMENT DEPARTMENTS
1998	SPECIAL REPORT NO 25	THE YEAR 2000 - ARE WE READY?
1998	SPECIAL REPORT NO 26	CAPITALISATION AND REPORTING OF ROAD ASSETS IN TASMANIA