

## **SHARED SERVICES CENTRE**

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### **Objectives**

The Shared Services Centre (Shared Services) provides information and communication technology (ICT), procurement, publishing and records services, as well as tactical and transactional human resource and finance services, to ACT Government departments and agencies.

Shared Services consolidates these core administrative functions to achieve economies of scale, standardised and streamlined processes and an overall reduction in costs. This enables agencies to better focus on their core business of providing services to the community.

Shared Services achieves its objectives by working closely with its clients to identify appropriate services, agree on service standards and agree on mechanisms for delivery that are efficient and cost effective.

### **2010-11 Priorities**

Strategic and operational issues to be pursued in 2010-11 include:

- continuing to refine human resources and finance services based on customer feedback and ongoing assessment of the processes implemented since the creation of Shared Services in 2007;
- continuing to identify opportunities to rationalise and better manage the Government's software application portfolio, in close consultation with agencies, industry and other jurisdictions;
- conducting a data management scoping study to evaluate the data needs of the Territory in the immediate future and long term and provide expert advice to Government;
- replacing aging elements of the ACT Government's digital network to safeguard agencies' capacity to operate in a digital environment;
- facilitating ICT strategic planning across government; and
- working closely and cooperatively with agencies and industry to ensure the efficient and successful delivery of the Government's capital works program and goods and services procurements.

## Business and Corporate Strategies

Shared Services will implement a range of business and corporate strategies to achieve its goals and priorities in 2010-11 that include:

- continued refinement of Shared Services' activities to improve value for money to government, through benchmarking, use of performance measures and through analysis of further business opportunities;
- building capabilities through partnering with industry where practical and through participation in inter-jurisdictional initiatives;
- implementing a standard risk framework, and risk managed approach, to all business activities;
- reviewing and improving Service Level Agreements with agencies;
- implementing strategies to attract and retain skilled staff, as well as providing support for whole of government attraction and retention initiatives;
- using financial practices which satisfy the requirements of the *Financial Management Act 1996*, including the associated Accounting Policy Papers modelled on the requirements of Accounting Standards, and which fairly present Shared Services' financial performance, financial position and cash flow results for planning and reporting purposes; and
- operating as a customer service orientated entity subject to the requirements of government policy and legislation.

## Estimated Employment Level

<b>2008-09 Actual Outcome</b>	<b>2009-10 Budget</b>	<b>2009-10 Est. Outcome</b>	<b>2010-11 Budget</b>
831 Staffing (FTE) <sup>1</sup>	896	877	936

**Note:**

1. The decrease of 19 FTE in the 2009-10 estimated outcome from the original budget and the increase of 59 FTE in the 2010-11 Budget from the 2009-10 estimated outcome is due to timing and anticipated increases in demands by agencies mainly as a result of increased ICT support staff. Contractors are not included.

## Output Classes

	Total Cost <sup>1</sup>		Government Payment for Outputs	
	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000
<b>Output Class 1:</b>				
<b>InTACT</b>	125,780	124,971	4,261	4,606
<b>Output 1.1: InTACT</b>	125,780	124,971	4,261	4,606

**Note:**

1. Total cost includes depreciation and amortisation of \$13.761 million in 2009-10 and \$16.463 million in 2010-11.

### *Output Description*

InTACT is a shared ICT service organisation providing a complete range of ICT services to the Government, including infrastructure, applications support and development, ICT policy and ICT project services as well as records and publishing services.

InTACT will provide:

- services to government agencies as outlined in InTACT's catalogue of services and affirmed through various service level and support agreements;
- assistance to agencies on ICT security;
- management of the whole of government data and communications network;
- business systems support;
- general service and help desk functions;
- in-house print and electronic publishing; and
- a full range of record management, mail room and courier activities to the majority of government departments.

## Output Classes cont.

	Total Cost <sup>1</sup>		Government Payment for Outputs	
	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000
<b>Output Class 2:</b>				
<b>Procurement Support Services</b>	16,037	15,758	1,553	1,576
<b>Output 2.1: Procurement Support Services</b>	16,037	15,758	1,553	1,576

**Note:**

1. Total cost includes depreciation and amortisation of \$0.435 million in 2009-10 and \$0.643 million in 2010-11.

### *Output Description*

Procurement Support Services undertakes procurement activities on behalf of government agencies for infrastructure, capital works, goods and services. It advises the Government on procurement and related construction industry policy, is responsible for the development and implementation of the Government's procurement policy, administers a range of pre-qualification schemes and establishes and manages whole of government contracts.

Procurement Support Services will provide:

- procurement and associated risk management services to agencies, including delivering capital works projects on behalf of agencies;
- the buyers and sellers information service;
- the Government contracts register;
- supplier pre-qualification arrangements; and
- the secretariat to the Government Procurement Board.

## Output Classes cont.

	Total Cost <sup>1</sup>		Government Payment for Outputs	
	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000
<b>Output Class 3:</b>				
<b>Human Resources Services</b>	21,455	20,637	0	0
<b>Output 3.1: Human Resources Services</b>	21,455	20,637	0	0

**Note:**

1. Total cost includes depreciation and amortisation of \$2.071 million in 2009-10 and \$0.438 million in 2010-11.

### *Output Description*

Human Resources Services provides tactical and transactional human resource services to agencies.

Human Resources Services will provide:

- payroll and personnel services, including tax payments and salary packaging;
- recruitment services;
- advice and technical support on health and safety management;
- support in the management of employee relations processes;
- injury management services for small agencies;
- coordination and facilitation of ACT Public Service wide training and development;
- statutory and human resources management reporting; and
- organisational position and data management.

## Output Classes cont.

	Total Cost <sup>1</sup>		Government Payment for Outputs	
	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000	2009-10 Est. Outcome \$'000	2010-11 Budget \$'000
<b>Output Class 4:</b>				
<b>Finance Services</b>	12,771	13,131	0	0
<b>Output 4.1: Finance Services</b>	12,771	13,131	0	0

**Note:**

1. Total cost includes depreciation and amortisation of \$0.366 million in 2009-10 and \$0.329 million in 2010-11.

### *Output Description*

Finance Services provides tactical and transactional finance services to agencies.

Finance Services will provide:

- accounts payable and some accounts receivable functions;
- general ledgers;
- a fixed assets register;
- the development and maintenance of the Oracle Government Financials system;
- cash flow management and bank reconciliations;
- tax payments, including returns and advice; and
- financial reporting services.

## Accountability Indicators

	2009-10 Targets	2009-10 Est. Outcome	2010-11 Targets
<b>Output Class 1: InTACT</b>			
<b>Output 1.1: InTACT</b>			
a. Costs compared to peer organisations' costs, as benchmarked by an independent organisation <sup>1</sup>	Within 5%	Within 5%	Within 5%
b. Email availability across government during core business hours <sup>2</sup>	98%	99%	99%
c. Service requests made via the Service Desk are resolved within Service Level Agreements timeframes <sup>3</sup>	85%	92%	85%
d. Average time taken for telephone service requests to be answered by a Service Desk officer	20 seconds	18 seconds	20 seconds

### Notes:

1. The independent benchmarking of InTACT services is undertaken annually.
2. Established by determining up-time of each core component of the network across core business hours (Monday to Friday 7.30am to 6.00pm).
3. Established by determining how quickly requests made to the InTACT Service Desk are resolved in comparison to agreed Service Level Agreement timeframes.

	2009-10 Targets	2009-10 Est. Outcome	2010-11 Targets
<b>Output Class 2: Procurement Support Services</b>			
<b>Output 2.1: Procurement Support Services</b>			
a. Proportion of Government funded annual capital works program supported with project procurement services <sup>1</sup>	90%	90%	90%
b. Quality Management Systems Compliance with ISO9001:2008 - number of Category 1 non-conformance findings <sup>2</sup>	<2	<2	<2
c. Increase in the number of whole of government contracts and related panel arrangements available for agency procurement <sup>3</sup>	5	5	n/a

### Notes:

1. This indicator covers the proportion of the applicable Government funded annual capital works program supported with project director services by ACT Procurement Solutions. Whilst individual projects may be completed during the year, the total proportion is measured annually.
2. This indicator covers compliance with the ACT Procurement Solutions' Business Management System (BMS) which describes the processes that are undertaken to ensure that quality services are provided, utilising the principles of ISO9001:2008.
3. Existing indicator discontinued as the opportunity to increase the number of whole of government contracts and related arrangements in place as at 30 June each year has diminished.

## Accountability Indicators cont.

	2009-10 Targets	2009-10 Est. Outcome	2010-11 Targets
<b>Output Class 3: Human Resources Services</b>			
<b>Output 3.1: Human Resources Services</b>			
a. Service requests made via the Integrated Customer Service (ICS) system that are resolved within 5 working days	80%	90%	90%
b. Data for Annual Reports and the Workforce Profile are supplied to the Chief Minister's Department in accordance with the agreed timeframe	100%	100%	100%
c. Performance standards in Recruitment Services for permanent and temporary vacancies service specifications achieved <sup>1</sup>	90%	95%	95%

**Note:**

1. Represents the overall average of performance standards in recruitment service specifications being achieved.

	2009-10 Targets	2009-10 Est. Outcome	2010-11 Targets
<b>Output Class 4: Finance Services</b>			
<b>Output 4.1: Finance Services</b>			
a. Business Activity Statements completed in accordance with ATO deadline	90%	95%	95%
b. Fringe Benefits Tax Return submitted to the ATO within 7 working days of agencies supplying all required information <sup>1</sup>	90%	95%	n/a
c. Fringe Benefits Tax Return submitted to the ATO in accordance with ATO deadline <sup>2</sup>	n/a	n/a	95%
d. Monthly financial information available for use by agencies by 6th working day of the month	90%	95%	95%
e. Annual financial statements completed and sent to agencies by 9th working day of July	90%	95%	95%
f. Average time taken to enter accounts payable invoices into Oracle following receipt at Shared Services Finance from agencies <sup>2</sup>	n/a	n/a	2 working days

**Notes:**

1. Existing indicator (b) discontinued – replaced by (c) as the ATO deadline is more appropriate.
2. New indicator.

## Changes to Appropriation

### Changes to Appropriation - Departmental

	2009-10	2010-11	2011-12	2012-13	2013-14
Government Payment for Outputs	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2009-10 Budget</b>	<b>5,814</b>	<b>5,932</b>	<b>5,989</b>	<b>6,093</b>	<b>6,093</b>
<b>2010-11 Budget Policy Adjustment</b>					
Data Management Scoping Study - Current and Future Data Requirements	-	250	-	-	-
<b>2010-11 Budget Technical Adjustments</b>					
Revised Indexation Parameters	-	-	-	-	107
Efficiency Dividend	-	-	(30)	(46)	(63)
<b>2010-11 Budget</b>	<b>5,814</b>	<b>6,182</b>	<b>5,959</b>	<b>6,047</b>	<b>6,137</b>

### Changes to Appropriation - Departmental

	2009-10	2010-11	2011-12	2012-13	2013-14
Capital Injections	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2009-10 Budget</b>	<b>5,742</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Technical Adjustment</b>					
Rollover - Routine Replacement of Obsolete Critical Network Hardware	415	-	-	-	-
Rollover - Record Services Mitchell - Accommodation Refurbishment	329	-	-	-	-
<b>2010-11 Budget Policy Adjustment</b>					
Safeguarding Government Business - Data Network Infrastructure Upgrades	-	6,119	-	-	-
<b>2010-11 Budget Technical Adjustments</b>					
Rollover - Record Services Mitchell - Accommodation Refurbishment	(105)	105	-	-	-
Rollover - Safeguarding Government Business: Enterprise Data Management and Retention (Backup and Archive)	(450)	450	-	-	-
<b>2010-11 Budget</b>	<b>5,931</b>	<b>7,674</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

## 2010-11 Capital Works Program

	Estimated Total Cost \$'000	Estimated Expenditure Pre 2010-11 \$'000	2010-11 Financing \$'000	2011-12 Financing \$'000	2012-13 Financing \$'000	Physical Completion Date
<b>New Capital Works</b>						
Data Management Scoping Study – Current and Future Data Requirements (Feasibility)	250	-	250	-	-	Dec 2010
<b>Total New Works</b>	<b>250</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	
<b>Works in Progress</b>						
Record Services Mitchell Accommodation – Refurbishment	3,237	3,132	105	-	-	Jul 2010
<b>Total Works in Progress</b>	<b>3,237</b>	<b>3,132</b>	<b>105</b>	<b>-</b>	<b>-</b>	
<b>Total Capital Works Program</b>	<b>3,487</b>	<b>3,132</b>	<b>355</b>	<b>-</b>	<b>-</b>	

## Shared Services Centre Operating Statement

2009-10 Budget \$'000		2009-10 Est.Outcome \$'000	2010-11 Budget \$'000	Var %	2011-12 Estimate \$'000	2012-13 Estimate \$'000	2013-14 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
5,814	Government Payment for Outputs	5,814	6,182	6	5,959	6,047	6,137
100	User Charges - Non ACT Government	100	208	108	214	218	221
154,957	User Charges - ACT Government	164,805	160,755	-2	166,871	170,661	173,587
18	Interest	0	0	-	0	0	0
1,136	Other Revenue	952	935	-2	945	958	972
<b>162,025</b>	<b>Total Revenue</b>	<b>171,671</b>	<b>168,080</b>	<b>-2</b>	<b>173,989</b>	<b>177,884</b>	<b>180,917</b>
<b>Gains</b>							
<b>0</b>	<b>Total Gains</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>162,025</b>	<b>Total Income</b>	<b>171,671</b>	<b>168,080</b>	<b>-2</b>	<b>173,989</b>	<b>177,884</b>	<b>180,917</b>
<b>Expenses</b>							
69,631	Employee Expenses	68,690	76,352	11	78,128	79,939	80,921
11,048	Superannuation Expenses	10,679	11,451	7	11,837	12,134	12,292
71,301	Supplies and Services	80,027	68,805	-14	71,585	73,380	75,304
18,427	Depreciation and Amortisation	16,633	17,873	7	18,243	18,243	18,243
34	Borrowing Costs	14	16	14	17	17	18
<b>170,441</b>	<b>Total Ordinary Expenses</b>	<b>176,043</b>	<b>174,497</b>	<b>-1</b>	<b>179,810</b>	<b>183,713</b>	<b>186,778</b>
<b>-8,416</b>	<b>Operating Result</b>	<b>-4,372</b>	<b>-6,417</b>	<b>-47</b>	<b>-5,821</b>	<b>-5,829</b>	<b>-5,861</b>
<b>-8,416</b>	<b>Total Comprehensive Income</b>	<b>-4,372</b>	<b>-6,417</b>	<b>-47</b>	<b>-5,821</b>	<b>-5,829</b>	<b>-5,861</b>

**Shared Services Centre  
Balance Sheet**

<b>Budget as at 30/6/10 \$'000</b>		<b>Est.Outcome as at 30/6/10 \$'000</b>	<b>Planned as at 30/6/11 \$'000</b>	<b>Var %</b>	<b>Planned as at 30/6/12 \$'000</b>	<b>Planned as at 30/6/13 \$'000</b>	<b>Planned as at 30/6/14 \$'000</b>
<b>Current Assets</b>							
50,916	Cash and Cash Equivalents	41,044	40,196	-2	39,877	39,561	39,191
24,033	Receivables	35,511	35,598	..	35,685	35,772	35,859
31	Inventories	10	10	-	10	10	10
2,119	Other	682	752	10	822	892	962
<b>77,099</b>	<b>Total Current Assets</b>	<b>77,247</b>	<b>76,556</b>	<b>-1</b>	<b>76,394</b>	<b>76,235</b>	<b>76,022</b>
<b>Non Current Assets</b>							
33,455	Property, Plant and Equipment	30,011	33,828	13	30,600	27,372	24,144
2,000	Intangibles	2,834	2,198	-22	1,562	926	290
238	Other	234	234	-	234	234	234
<b>35,693</b>	<b>Total Non Current Assets</b>	<b>33,079</b>	<b>36,260</b>	<b>10</b>	<b>32,396</b>	<b>28,532</b>	<b>24,668</b>
<b>112,792</b>	<b>TOTAL ASSETS</b>	<b>110,326</b>	<b>112,816</b>	<b>2</b>	<b>108,790</b>	<b>104,767</b>	<b>100,690</b>
<b>Current Liabilities</b>							
32,661	Payables	21,616	21,957	2	22,298	22,639	22,980
119	Finance Leases	267	267	-	267	267	267
19,081	Employee Benefits	21,070	22,692	8	24,123	25,572	27,006
19,441	Other	22,845	22,729	-1	22,616	22,496	22,369
<b>71,302</b>	<b>Total Current Liabilities</b>	<b>65,798</b>	<b>67,645</b>	<b>3</b>	<b>69,304</b>	<b>70,974</b>	<b>72,622</b>
<b>Non Current Liabilities</b>							
329	Finance Leases	226	226	-	226	226	226
1,200	Employee Benefits	1,786	1,813	2	1,818	1,823	1,828
<b>1,529</b>	<b>Total Non Current Liabilities</b>	<b>2,012</b>	<b>2,039</b>	<b>1</b>	<b>2,044</b>	<b>2,049</b>	<b>2,054</b>
<b>72,831</b>	<b>TOTAL LIABILITIES</b>	<b>67,810</b>	<b>69,684</b>	<b>3</b>	<b>71,348</b>	<b>73,023</b>	<b>74,676</b>
<b>39,961</b>	<b>NET ASSETS</b>	<b>42,516</b>	<b>43,132</b>	<b>1</b>	<b>37,442</b>	<b>31,744</b>	<b>26,014</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
36,179	Accumulated Funds	38,734	39,350	2	33,660	27,962	22,232
3,782	Reserves	3,782	3,782	-	3,782	3,782	3,782
<b>39,961</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>42,516</b>	<b>43,132</b>	<b>1</b>	<b>37,442</b>	<b>31,744</b>	<b>26,014</b>

**Shared Services Centre  
Cash Flow Statement**

2009-10 Budget \$'000		2009-10 Est.Outcome \$'000	2010-11 Budget \$'000	Var %	2011-12 Estimate \$'000	2012-13 Estimate \$'000	2013-14 Estimate \$'000
	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
	<b>Receipts</b>						
5,814	Cash from Government for Outputs	5,814	6,182	6	5,959	6,047	6,137
155,900	User Charges	165,748	161,811	-2	167,941	171,750	174,692
18	Interest Received	0	0	-	0	0	0
397,932	Other Revenue	399,627	415,125	4	427,362	437,973	448,535
<b>559,664</b>	<b>Operating Receipts</b>	<b>571,189</b>	<b>583,118</b>	<b>2</b>	<b>601,262</b>	<b>615,770</b>	<b>629,364</b>
	<b>Payments</b>						
68,216	Related to Employees	68,327	75,603	11	77,597	79,365	80,335
10,848	Related to Superannuation	10,679	11,451	7	11,837	12,134	12,292
71,786	Related to Supplies and Services	80,512	69,290	-14	72,069	73,877	75,814
34	Borrowing Costs	14	16	14	17	17	18
396,994	Other	399,073	414,593	4	426,824	437,421	447,969
<b>547,878</b>	<b>Operating Payments</b>	<b>558,605</b>	<b>570,953</b>	<b>2</b>	<b>588,344</b>	<b>602,814</b>	<b>616,428</b>
<b>11,786</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>12,584</b>	<b>12,165</b>	<b>-3</b>	<b>12,918</b>	<b>12,956</b>	<b>12,936</b>
	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>						
	<b>Receipts</b>						
400	Proceeds from Sale of Property, Plant & Equipment	400	400	-	404	404	404
<b>400</b>	<b>Investing Receipts</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>404</b>	<b>404</b>	<b>404</b>
	<b>Payments</b>						
17,771	Purchase of Property, Plant and Equipment and Capital Works	18,537	20,336	10	13,662	13,697	13,731
<b>17,771</b>	<b>Investing Payments</b>	<b>18,537</b>	<b>20,336</b>	<b>10</b>	<b>13,662</b>	<b>13,697</b>	<b>13,731</b>
<b>-17,371</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-18,137</b>	<b>-19,936</b>	<b>-10</b>	<b>-13,258</b>	<b>-13,293</b>	<b>-13,327</b>
	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
	<b>Receipts</b>						
5,742	Capital Injection from Government	5,931	7,674	29	1,000	1,000	1,000
<b>5,742</b>	<b>Financing Receipts</b>	<b>5,931</b>	<b>7,674</b>	<b>29</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
	<b>Payments</b>						
386	Distributions to Government	386	641	66	869	869	869
497	Repayment of Finance Lease	497	110	-78	110	110	110
<b>883</b>	<b>Financing Payments</b>	<b>883</b>	<b>751</b>	<b>-15</b>	<b>979</b>	<b>979</b>	<b>979</b>
<b>4,859</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>5,048</b>	<b>6,923</b>	<b>37</b>	<b>21</b>	<b>21</b>	<b>21</b>
<b>-726</b>	<b>NET INCREASE/ (DECREASE) IN CASH HELD</b>	<b>-505</b>	<b>-848</b>	<b>-68</b>	<b>-319</b>	<b>-316</b>	<b>-370</b>
<b>51,642</b>	<b>CASH AT BEGINNING OF REPORTING PERIOD</b>	<b>41,549</b>	<b>41,044</b>	<b>-1</b>	<b>40,196</b>	<b>39,877</b>	<b>39,561</b>
<b>50,916</b>	<b>CASH AT THE END OF THE REPORTING PERIOD</b>	<b>41,044</b>	<b>40,196</b>	<b>-2</b>	<b>39,877</b>	<b>39,561</b>	<b>39,191</b>

**Shared Services Centre  
Statement of Changes in Equity**

Budget as at 30/6/10 \$'000		Est.Outcome as at 30/6/10 \$'000	Planned as at 30/6/11 \$'000	Var %	Planned as at 30/6/12 \$'000	Planned as at 30/6/13 \$'000	Planned as at 30/6/14 \$'000
	<b>Opening Equity</b>						
39,239	Opening Accumulated Funds	37,561	38,734	3	39,350	33,660	27,962
3,782	Opening Asset Revaluation Reserve	3,782	3,782	-	3,782	3,782	3,782
<b>43,021</b>	<b>Balance at the Start of the Reporting Period</b>	<b>41,343</b>	<b>42,516</b>	<b>3</b>	<b>43,132</b>	<b>37,442</b>	<b>31,744</b>
	<b>Comprehensive Income</b>						
-8,416	Operating Result for the Period	-4,372	-6,417	-47	-5,821	-5,829	-5,861
<b>-8,416</b>	<b>Total Comprehensive Income</b>	<b>-4,372</b>	<b>-6,417</b>	<b>-47</b>	<b>-5,821</b>	<b>-5,829</b>	<b>-5,861</b>
<b>0</b>	<b>Total Movement in Reserves</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transactions Involving Owners Affecting Accumulated Funds</b>						
5,742	Capital Injections	5,931	7,674	29	1,000	1,000	1,000
-386	Capital Distributions	-386	-641	-66	-869	-869	-869
<b>5,356</b>	<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>5,545</b>	<b>7,033</b>	<b>27</b>	<b>131</b>	<b>131</b>	<b>131</b>
	<b>Closing Equity</b>						
36,179	Closing Accumulated Funds	38,734	39,350	2	33,660	27,962	22,232
3,782	Closing Asset Revaluation Reserve	3,782	3,782	-	3,782	3,782	3,782
<b>39,961</b>	<b>Balance at the End of the Reporting Period</b>	<b>42,516</b>	<b>43,132</b>	<b>1</b>	<b>37,442</b>	<b>31,744</b>	<b>26,014</b>

## Notes to the Budget Statements

Significant variations are as follows:

### *Operating Statement*

- government payment for outputs: the increase of \$0.368 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to the one-off funding allocated for the data management scoping study (\$0.250 million) and indexation (\$0.118 million).
- user charges — non ACT Government: the increase of \$0.108 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to higher user charges for voice and publishing services provided to Commonwealth departments and educational institutions.

- user charges — ACT Government:
  - the increase of \$9.848 million in the 2009-10 estimated outcome from the original budget is mainly due to an increase in ICT revenue mainly associated with higher than expected expenditure by agencies on ICT projects, services and support staff (\$13.515 million) and an increase in capital works management fees due to a larger capital works program (\$0.642 million), partially offset by reduced ICT expenditure on business systems (\$2.467 million) and other computing costs directly recovered from agencies (\$1.772 million); and
  - the decrease of \$4.050 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to the elimination of one-off ICT project revenue received in 2009-10 (\$11.049 million) and reduced voice services revenue due to savings obtained from purchasing rather than renting the equipment (\$0.499 million), partially offset by an increase in business systems revenue (\$2.777 million) and ICT support staff revenue (\$1.246 million) due to increased service level requirements by agencies, particularly ACT Health and the Department of Education and Training and an increase in user charges in line with indexation and wage increases (\$3.708 million).
- other revenue: the decrease of \$0.184 million in the 2009-10 estimated outcome from the original budget is due to a change in the accounting treatment of gains through sales and purchases of assets.
- employee and superannuation expenses:
  - the decrease of \$1.310 million in the 2009-10 estimated outcome from the original budget is due to lower permanent staff levels (\$0.982 million) and decreased expenditure in Human Resources and Finance Services primarily associated with higher than expected leave taken by staff which was a greater reduction than accrued during the year (\$0.328 million); and
  - the increase of \$8.434 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to permanent staff increases through the conversion of ICT contractors and increased ICT service level requirements by agencies as noted above (\$6.405 million) and revised wage parameters (\$2.029 million).
- supplies and services:
  - the increase of \$8.726 million in the 2009-10 estimated outcome from the original budget is mainly due to an increase in contractor costs due to difficulties in filling permanent ICT positions and increased ICT project activities and associated costs (\$15.206 million), partially offset by reduced ICT expenditure on business systems (\$2.467 million) and other computing costs (\$1.772 million) directly recovered from agencies and reduced computing costs due to the rationalisation of server and software licence and support costs (\$2.330 million); and
  - the decrease of \$11.222 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to reduced use of ICT contractors (\$9.823 million), elimination of one-off ICT project expenditure incurred in 2009-10 (\$5.356 million) and reduced voice services charges (\$0.950 million) due to the savings obtained from purchasing rather than renting the equipment, partially offset by an increase in ICT business systems support expenditure (\$3.065 million) due to increased service level requirements by agencies as noted above and indexation (\$1.801 million).

- depreciation and amortisation:
  - the decrease of \$1.794 million in the 2009-10 estimated outcome from the original budget is mainly due to the timing of asset purchases in 2009-10, particularly relating to completing Shared Services 2009-10 capital works projects and the Windows 7 rollout; and
  - the increase of \$1.240 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to Shared Services' 2009-10 capital works projects and part year depreciation on new 2010-11 capital works and depreciation on the purchased voice network.

### *Balance Sheet*

- cash and cash equivalents:
  - the decrease of \$9.872 million in the 2009-10 estimated outcome from the original budget is mainly due to timing associated with billing and receiving payments for capital works; and
  - the decrease of \$0.848 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to the timing associated with billing and receiving payments for capital works.
- receivables: the increase of \$11.478 million in the 2009-10 estimated outcome from the original budget is due to the timing associated with billing and receiving payments for capital works.
- other current and non current assets:
  - the decrease of \$1.441 million in the 2009-10 estimated outcome from the original budget is mainly due to timing associated with the payment of significant software maintenance agreements (including Oracle and Microsoft); and
  - the increase of \$0.070 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to the timing associated with the payment of software maintenance agreements.
- property, plant and equipment:
  - the decrease of \$3.444 million in the 2009-10 estimated outcome from the original budget is mainly due to the timing of asset purchases in 2009-10, particularly relating to completing Shared Services 2009-10 capital works projects and the Windows 7 rollout; and
  - the increase of \$3.817 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to the impact of new and completed capital works.
- intangibles:
  - the increase of \$0.834 million in the 2009-10 estimated outcome from the original budget is mainly due to the increase in the value of the new Procurement System; and
  - the decrease of \$0.636 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to amortisation of the new Procurement System.

- payables: the decrease of \$11.045 million in 2009-10 estimated outcome from the original budget and the increase of \$0.341 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to the timing associated with receiving and paying major supplier's invoices for ICT and capital works projects.
- current and non current employee benefits:
  - the increase of \$2.575 million in the 2009-10 estimated outcome from the original budget is due to the change in the methodology of calculating annual leave and long service leave liabilities, partially offset by higher than expected leave taken by staff; and
  - the increase of \$1.649 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to increased permanent staff numbers and wage increases.
- other current liabilities: the increase of \$3.404 million in the 2009-10 estimated outcome from the original budget is due to the timing associated with billing and receiving payments for capital works.

### *Cash Flow Statement*

The major variations within the Cash Flow Statement are explained in the Operating Statement notes above. Other significant variations relate to:

- other revenue: the increase of \$1.695 million in the 2009-10 estimated outcome from the original budget and the increase of \$15.498 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to increased capital works activity and related GST implications.
- other payments: the increase of \$2.079 million in the 2009-10 estimated outcome from the original budget and the increase of \$15.520 million in the 2010-11 Budget from the 2009-10 estimated outcome is due to increased capital works activity and related GST implications.

### *Statement of Changes in Equity*

Variances in the statement are explained in the notes above.

**InTACT**  
**Operating Statement**

<b>2009-10 Budget \$'000</b>		<b>2009-10 Est.Outcome \$'000</b>	<b>2010-11 Budget \$'000</b>	<b>Var %</b>	<b>2011-12 Estimate \$'000</b>	<b>2012-13 Estimate \$'000</b>	<b>2013-14 Estimate \$'000</b>
<b>Income</b>							
<b>Revenue</b>							
4,261	Government Payment for Outputs	4,261	4,606	8	4,383	4,448	4,510
100	User Charges - Non ACT Government	100	208	108	214	218	221
108,753	User Charges - ACT Government	117,912	113,050	-4	117,587	120,166	122,214
425	Other Revenue	223	185	-17	188	183	178
<b>113,539</b>	<b>Total Revenue</b>	<b>122,496</b>	<b>118,049</b>	<b>-4</b>	<b>122,372</b>	<b>125,015</b>	<b>127,123</b>
<b>Gains</b>							
<b>0</b>	<b>Total Gains</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>113,539</b>	<b>Total Income</b>	<b>122,496</b>	<b>118,049</b>	<b>-4</b>	<b>122,372</b>	<b>125,015</b>	<b>127,123</b>
<b>Expenses</b>							
35,581	Employee Expenses	34,190	41,051	20	41,787	42,690	43,187
5,792	Superannuation Expenses	5,407	5,949	10	6,147	6,301	6,384
63,818	Supplies and Services	72,408	61,492	-15	64,067	65,654	67,367
15,180	Depreciation and Amortisation	13,761	16,463	20	16,833	16,833	16,833
34	Borrowing Costs	14	16	14	17	17	18
<b>120,405</b>	<b>Total Ordinary Expenses</b>	<b>125,780</b>	<b>124,971</b>	<b>-1</b>	<b>128,851</b>	<b>131,495</b>	<b>133,789</b>
<b>-6,866</b>	<b>Operating Result</b>	<b>-3,284</b>	<b>-6,922</b>	<b>-111</b>	<b>-6,479</b>	<b>-6,480</b>	<b>-6,666</b>

**Procurement Support Services  
Operating Statement**

<b>2009-10 Budget \$'000</b>		<b>2009-10 Est.Outcome \$'000</b>	<b>2010-11 Budget \$'000</b>	<b>Var %</b>	<b>2011-12 Estimate \$'000</b>	<b>2012-13 Estimate \$'000</b>	<b>2013-14 Estimate \$'000</b>
	<b>Income</b>						
	<b>Revenue</b>						
1,553	Government Payment for Outputs	1,553	1,576	1	1,576	1,599	1,627
13,822	User Charges - ACT Government	14,464	14,312	-1	14,855	15,238	15,502
18	Interest	0	0	-	0	0	0
0	Other Revenue	18	18	-	18	18	18
<b>15,393</b>	<b>Total Revenue</b>	<b>16,035</b>	<b>15,906</b>	<b>-1</b>	<b>16,449</b>	<b>16,855</b>	<b>17,147</b>
	<b>Gains</b>						
<b>0</b>	<b>Total Gains</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>15,393</b>	<b>Total Income</b>	<b>16,035</b>	<b>15,906</b>	<b>-1</b>	<b>16,449</b>	<b>16,855</b>	<b>17,147</b>
	<b>Expenses</b>						
10,072	Employee Expenses	10,862	10,456	-4	10,785	11,054	11,197
1,643	Superannuation Expenses	1,647	1,733	5	1,791	1,836	1,860
3,143	Supplies and Services	3,093	2,926	-5	3,012	3,098	3,188
525	Depreciation and Amortisation	435	643	48	643	643	643
<b>15,383</b>	<b>Total Ordinary Expenses</b>	<b>16,037</b>	<b>15,758</b>	<b>-2</b>	<b>16,231</b>	<b>16,631</b>	<b>16,888</b>
<b>10</b>	<b>Operating Result</b>	<b>-2</b>	<b>148</b>	<b>#</b>	<b>218</b>	<b>224</b>	<b>259</b>

## Human Resource Services Operating Statement

2009-10 Budget \$'000		2009-10 Est.Outcome \$'000	2010-11 Budget \$'000	Var %	2011-12 Estimate \$'000	2012-13 Estimate \$'000	2013-14 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
20,283	User Charges - ACT Government	20,283	20,875	3	21,460	21,961	22,342
711	Other Revenue	711	732	3	739	757	776
<b>20,994</b>	<b>Total Revenue</b>	<b>20,994</b>	<b>21,607</b>	<b>3</b>	<b>22,199</b>	<b>22,718</b>	<b>23,118</b>
<b>Gains</b>							
<b>0</b>	<b>Total Gains</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>20,994</b>	<b>Total Income</b>	<b>20,994</b>	<b>21,607</b>	<b>3</b>	<b>22,199</b>	<b>22,718</b>	<b>23,118</b>
<b>Expenses</b>							
14,342	Employee Expenses	14,238	15,068	6	15,518	15,901	16,104
2,149	Superannuation Expenses	2,154	2,249	4	2,326	2,385	2,416
3,012	Supplies and Services	2,992	2,882	-4	2,964	3,048	3,132
2,236	Depreciation and Amortisation	2,071	438	-79	438	438	438
<b>21,739</b>	<b>Total Ordinary Expenses</b>	<b>21,455</b>	<b>20,637</b>	<b>-4</b>	<b>21,246</b>	<b>21,772</b>	<b>22,090</b>
<b>-745</b>	<b>Operating Result</b>	<b>-461</b>	<b>970</b>	<b>310</b>	<b>953</b>	<b>946</b>	<b>1,028</b>

## Finance Services Operating Statement

2009-10 Budget \$'000		2009-10 Est.Outcome \$'000	2010-11 Budget \$'000	Var %	2011-12 Estimate \$'000	2012-13 Estimate \$'000	2013-14 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
12,099	User Charges - ACT Government	12,146	12,518	3	12,969	13,296	13,529
<b>12,099</b>	<b>Total Revenue</b>	<b>12,146</b>	<b>12,518</b>	<b>3</b>	<b>12,969</b>	<b>13,296</b>	<b>13,529</b>
<b>Gains</b>							
<b>0</b>	<b>Total Gains</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>12,099</b>	<b>Total Income</b>	<b>12,146</b>	<b>12,518</b>	<b>3</b>	<b>12,969</b>	<b>13,296</b>	<b>13,529</b>
<b>Expenses</b>							
9,636	Employee Expenses	9,400	9,777	4	10,038	10,294	10,433
1,464	Superannuation Expenses	1,471	1,520	3	1,573	1,612	1,632
1,328	Supplies and Services	1,534	1,505	-2	1,542	1,580	1,617
486	Depreciation and Amortisation	366	329	-10	329	329	329
<b>12,914</b>	<b>Total Ordinary Expenses</b>	<b>12,771</b>	<b>13,131</b>	<b>3</b>	<b>13,482</b>	<b>13,815</b>	<b>14,011</b>
<b>-815</b>	<b>Operating Result</b>	<b>-625</b>	<b>-613</b>	<b>2</b>	<b>-513</b>	<b>-519</b>	<b>-482</b>

### Notes to the Output Class Statements

Significant variations are as follows:

#### *InTACT Total Expenses*

- the increase of \$5.375 million in the 2009-10 estimated outcome from the original budget is mainly due to higher than forecast ICT project (\$5.356 million) and contractor expenditure (\$9.850 million) relating to higher project activity and difficulties in filling permanent ICT positions, partially offset by lower than forecast employee expenses (\$1.776 million) mainly associated with lower permanent staffing levels, lower Business Systems and direct ICT expenditure by agencies (\$4.239 million), lower computing costs due to rationalisation of server and software licence costs (\$2.330 million) and reduced depreciation mainly due to the timing of asset purchases in 2009-10 (\$1.419 million); and
- the decrease of \$0.809 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to a reduction in one-off ICT project (\$5.356 million) and contractor expenditure (\$9.823 million) relating to reduced project activity, and reduced voice costs (\$0.950 million), partially offset by an increase in Business Systems expenditure (\$3.065 million), increase in employee expenses mainly associated with increased agencies ICT support staff requirements and wage increases (\$7.403 million), increase in depreciation associated new initiatives and timing of asset purchases (\$2.702 million) and indexation (\$1.603 million).

#### *Procurement Support Services Total Expenses*

- the increase of \$0.654 million in the 2009-10 estimated outcome from the original budget is mainly due to an increase in support costs associated with a larger capital works program; and
- the decrease of \$0.279 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to a reduction in support costs associated with slightly lower staffing levels in maintaining the capital works program for 2010-11.

#### *Human Resources Services Total Expenses*

- the decrease of \$0.284 million in the 2009-10 estimated outcome from the original budget is mainly due to lower leave expenditure associated with higher than expected leave taken by staff and reduced depreciation; and
- the decrease of \$0.818 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to the reduction in depreciation associated with the human resources salary system (Chris21) being fully depreciated as at 30 June 2010, partially offset by wages and indexation.

#### *Finance Services Total Expenses*

- the decrease of \$0.143 million in the 2009-10 estimated outcome from the original budget is mainly due to lower leave expenditure associated with higher than expected leave taken by staff; and
- the increase of \$0.360 million in the 2010-11 Budget from the 2009-10 estimated outcome is mainly due to wages and indexation.