

SHARED SERVICES CENTRE

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.

2009-10 Priorities

Strategic and operational issues to be pursued in 2009-10 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;
- finalising the implementation of the HR21 system which will allow the majority of ACT Government staff members to submit leave applications for approval online;
- continuing to identify opportunities to rationalise and manage the government software application portfolio, in close consultation with agencies;
- continuing to facilitate strategic information management and 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.

Business and Corporate Strategies

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

- continued refinement of shared service activities, through benchmarking and use of performance measures;
- building capabilities through effective leadership, staff retention and recruitment policies, and personal and professional development practices;
- implementing a risk management framework incorporating the updating of business unit risk management plans;
- reviewing and updating 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

2008-09 Budget		2008-09 Est. Outcome	2009-10 Budget
837	Staffing (FTE) ¹	850	896

Note:

1. The increase in permanent staff is due to increased capital works for Procurement Support Services, conversion of trainees to FTEs and the conversion of ICT contractors to permanent staff. The budgeted FTE's exclude contractor staff.

Output Classes

	Total Cost ¹		Government Payment for Outputs	
	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000
Output Class 1: InTACT	115,147	120,405	4,149	4,261
Output 1.1: InTACT	115,147	120,405	4,149	4,261

Note:

1. Total cost includes depreciation and amortisation of \$15.106 million in 2008-09 and \$15.180 million in 2009-10.

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 agencies as outlined in InTACT's catalogue of services and affirmed through various service level and support agreements;
- management of data and communications network;
- assistance to agencies on ICT security;
- management of the Whole of Government 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 departments.

Output Classes cont.

	Total Cost ¹		Government Payment for Outputs	
	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000
Output Class 2: Procurement Support Services	14,129	15,383	1,443	1,553
Output 2.1: Procurement Support Services	14,129	15,383	1,443	1,553

Note:

1. Total cost includes depreciation and amortisation of \$0.003 million in 2008-09 and \$0.525 million in 2009-10.

Output Description

Procurement Support Services undertakes procurement activities on behalf of government departments and 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 ¹		Government Payment for Outputs	
	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000
Output Class 3:				
Human Resources Services	20,439	21,739	39	0
Output 3.1: Human Resources Services	20,439	21,739	39	0

Note:

1. Total cost includes depreciation and amortisation of \$2.272 million in 2008-09 and \$2.236 million in 2009-10.

Output Description

Human Resources Services provides tactical and transactional human resource services to departments and 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 ¹		Government Payment for Outputs	
	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000	2008-09 Est. Outcome \$'000	2009-10 Budget \$'000
Output Class 4:				
Finance Services	12,641	12,914	35	0
Output 4.1: Finance Services	12,641	12,914	35	0

Note:

1. Total cost includes depreciation and amortisation of \$0.502 million in 2008-09 and \$0.486 million in 2009-10.

Output Description

Finance Services provides tactical and transactional finance services to departments and agencies.

Finance Services will provide:

- accounts payable and some accounts receivable functions;
- general ledgers;
- a fixed assets register;
- the ongoing 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

	2008-09 Targets	2008-09 Est. Outcome	2009-10 Targets
Output Class 1: InTACT			
Output 1.1: InTACT			
a. Costs compared to peer organisations' costs, as benchmarked by an independent organisation ¹	Within 5%	Within 5%	Within 5%
b. Email availability across government during core business hours ²	98%	98%	98%
c. Service requests made via the Service Desk are resolved within Service Level Agreements timeframes ³	85%	89%	85%
d. Average time taken for telephone service requests to be answered by a Service Desk officer	20 seconds	17 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 InTACT Service Desk are resolved in comparison to agreed Service Level Agreement timeframes.

	2008-09 Targets	2008-09 Est. Outcome	2009-10 Targets
Output Class 2: Procurement Support Services			
Output 2.1: Procurement Support Services			
a. Proportion of Government funded annual capital works program supported with project procurement services ¹	90%	90%	90%
b. Quality Management Systems Compliance with ISO9001:2000-number of Category 1 non-conformance findings ²	<2	<2	<2
c. Increase in the number of Whole of Government contracts and related panel arrangements available for agency procurement ^{3, 4}	25%	25%	n/a
d. Increase in the number of Whole of Government contracts and related panel arrangements available for agency procurement ^{3, 4}	n/a	n/a	5

Notes:

1. This measure covers the proportion of the 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 measure 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 ISO9001:2000.
3. This measure reports the increase in the number of Whole of Government contracts and related arrangements in place as at 30 June each year.
4. Existing measure (c) discontinued - replaced with (d) as reporting the actual number of the increase provides greater clarity.

Accountability Indicators cont.

	2008-09 Targets	2008-09 Est. Outcome	2009-10 Targets
Output Class 3: Human Resources Services			
Output 3.1: Human Resources Services			
a. Service requests made via the Integrated Customer Service (ICS) system that are resolved within 5 working days	80%	85%	80%
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 ¹	90%	92%	90%

Note:

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

	2008-09 Targets	2008-09 Est. Outcome	2009-10 Targets
Output Class 4: Finance Services			
Output 4.1: Finance Services			
a. Business Activity Statements completed in accordance with ATO deadline	90%	90%	90%
b. Fringe Benefits Tax Return submitted to the ATO within 7 working days of agencies supplying all required information	90%	90%	90%
c. Monthly financial information available for use by agencies by 6 th working day of the month	90%	85%	90%
d. Annual financial statements completed and sent to agencies by 9 th working day of July	90%	90%	90%

Changes to Appropriation

Changes to Appropriation - Departmental					
	2008-09	2009-10	2010-11	2011-12	2012-13
Government Payment for Outputs	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2008-09 Budget	5,666	5,791	5,939	5,995	5,995
2009-10 Budget Policy Adjustment					
Efficiency Dividend	-	-	(30)	(30)	(30)
2009-10 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	104
Transfer - Staff from TAMS to InTACT	-	23	23	24	24
2009-10 Budget	5,666	5,814	5,932	5,989	6,093

Changes to Appropriation - Departmental					
	2008-09	2009-10	2010-11	2011-12	2012-13
Capital Injections	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2008-09 Budget	6,437	1,000	1,000	1,000	1,000
2009-10 Budget Policy Adjustments					
Safeguarding Government Business: Enterprise Data Management and Retention (Backup and Archive)	-	1,168	-	-	-
Safeguarding Government Business: Reducing the Risk of Communication Blackouts	-	1,052	-	-	-
2009-10 Budget Technical Adjustment					
Rollover - Record Services Mitchell - Accommodation Refurbishment	(2,522)	2,522	-	-	-
2009-10 Budget	3,915	5,742	1,000	1,000	1,000

2009-10 Capital Works Program

Departmental

	Estimated Total Cost \$'000	Estimated Expenditure Pre 2009-10 \$'000	2009-10 Financing \$'000	2010-11 Financing \$'000	2011-12 Financing \$'000	Expected Completion Date
Works in Progress						
Record Services Mitchell Accommodation - Refurbishment	3,237	715	2,522	-	-	Oct 2009
Total Departmental Capital Works	3,237	715	2,522	-	-	

Shared Services Centre Operating Statement

2008-09 Budget \$'000		2008-09 Est.Outcome \$'000	2009-10 Budget \$'000	Var %	2010-11 Estimate \$'000	2011-12 Estimate \$'000	2012-13 Estimate \$'000
Income							
Revenue							
5,666	Government Payment for Outputs	5,666	5,814	3	5,932	5,989	6,093
443	User Charges - Non ACT Government	443	100	-77	100	106	110
144,976	User Charges - ACT Government	147,835	154,957	5	158,415	163,711	167,460
18	Interest	26	18	-31	18	18	18
651	Other Revenue	651	1,136	75	1,146	1,161	1,180
151,754	Total Revenue	154,621	162,025	5	165,611	170,985	174,861
Gains							
0	Total Gains	0	0	-	0	0	0
151,754	Total Income	154,621	162,025	5	165,611	170,985	174,861
Expenses							
65,489	Employee Expenses	64,007	69,631	9	71,352	72,694	74,488
10,803	Superannuation Expenses	10,000	11,048	10	11,338	11,607	11,898
66,025	Supplies and Services	70,332	71,301	1	72,598	75,653	77,458
18,043	Depreciation and Amortisation	17,883	18,427	3	17,275	17,033	17,033
134	Borrowing Costs	134	34	-75	35	36	36
160,494	Total Ordinary Expenses	162,356	170,441	5	172,598	177,023	180,913
-8,740	Operating Result	-7,735	-8,416	-9	-6,987	-6,038	-6,052

Shared Services Centre Balance Sheet

Budget as at 30/6/09 \$'000		Est.Outcome as at 30/6/09 \$'000	Planned as at 30/6/10 \$'000	Var %	Planned as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000	Planned as at 30/6/13 \$'000
Current Assets							
51,666	Cash and Cash Equivalents	51,642	50,916	-1	50,019	49,664	49,336
24,436	Receivables	23,946	24,033	..	24,120	24,207	24,294
33	Inventories	31	31	-	31	31	31
726	Other	2,049	2,119	3	2,189	2,259	2,329
76,861	Total Current Assets	77,668	77,099	-1	76,359	76,161	75,990
Non Current Assets							
39,753	Property, Plant and Equipment	32,939	33,455	2	30,060	26,906	23,752
2,111	Intangibles	3,071	2,000	-35	1,500	1,000	500
547	Other	238	238	-	238	238	238
42,411	Total Non Current Assets	36,248	35,693	-2	31,798	28,144	24,490
119,272	TOTAL ASSETS	113,916	112,792	-1	108,157	104,305	100,480
Current Liabilities							
29,750	Payables	32,320	32,661	1	33,002	33,343	33,684
497	Finance Leases	119	119	-	119	119	119
17,620	Employee Benefits	17,669	19,081	8	20,550	22,081	23,653
27,707	Other	19,261	19,441	1	19,621	19,801	19,981
75,574	Total Current Liabilities	69,369	71,302	3	73,292	75,344	77,437
Non Current Liabilities							
0	Finance Leases	329	329	-	329	329	329
1,210	Employee Benefits	1,197	1,200	..	1,203	1,206	1,209
1,210	Total Non Current Liabilities	1,526	1,529	..	1,532	1,535	1,538
76,784	TOTAL LIABILITIES	70,895	72,831	3	74,824	76,879	78,975
42,488	NET ASSETS	43,021	39,961	-7	33,333	27,426	21,505
REPRESENTED BY FUNDS EMPLOYED							
39,379	Accumulated Funds	39,239	36,179	-8	29,551	23,644	17,723
3,109	Reserves	3,782	3,782	-	3,782	3,782	3,782
42,488	TOTAL FUNDS EMPLOYED	43,021	39,961	-7	33,333	27,426	21,505

Shared Services Centre Cash Flow Statement

2008-09 Budget \$'000		2008-09 Est.Outcome \$'000	2009-10 Budget \$'000	Var %	2010-11 Estimate \$'000	2011-12 Estimate \$'000	2012-13 Estimate \$'000
	CASH FLOWS FROM OPERATING ACTIVITIES						
	Receipts						
5,666	Cash from Government for Outputs	5,666	5,814	3	5,932	5,989	6,093
146,263	User Charges	149,122	155,900	5	159,363	164,673	168,441
18	Interest Received	26	18	-31	18	18	18
331,210	Other Revenue	377,634	397,932	5	414,760	427,609	438,223
483,157	Operating Receipts	532,448	559,664	5	580,073	598,289	612,775
	Payments						
63,863	Related to Employees	62,826	68,216	9	69,880	71,165	72,893
10,601	Related to Superannuation	9,798	10,848	11	11,138	11,406	11,694
67,084	Related to Supplies and Services	71,391	71,786	1	73,083	76,137	77,955
134	Borrowing Costs	134	34	-75	35	36	37
330,754	Other	376,881	396,994	5	413,821	426,659	437,248
472,436	Operating Payments	521,030	547,878	5	567,957	585,403	599,827
10,721	NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	11,418	11,786	3	12,116	12,886	12,948
	CASH FLOWS FROM INVESTING ACTIVITIES						
	Receipts						
100	Proceeds from Sale of Property, Plant & Equipment	100	400	300	400	400	400
100	Investing Receipts	100	400	300	400	400	400
	Payments						
17,186	Purchase of Property, Plant and Equipment and Capital Works	14,961	17,771	19	13,662	13,662	13,697
17,186	Investing Payments	14,961	17,771	19	13,662	13,662	13,697
-17,086	NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES	-14,861	-17,371	-17	-13,262	-13,262	-13,297
	CASH FLOWS FROM FINANCING ACTIVITIES						
	Receipts						
6,437	Capital Injection from Government	3,915	5,742	47	1,000	1,000	1,000
0	Receipt of Transferred Cash Balances	2,100	0	-100	0	0	0
6,437	Financing Receipts	6,015	5,742	-5	1,000	1,000	1,000
	Payments						
100	Distributions to Government	100	386	286	641	869	869
1,767	Repayment of Finance Lease	1,767	497	-72	110	110	110
1,867	Financing Payments	1,867	883	-53	751	979	979
4,570	NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES	4,148	4,859	17	249	21	21
-1,795	NET INCREASE/ (DECREASE) IN CASH HELD	705	-726	-203	-897	-355	-328
53,461	CASH AT BEGINNING OF REPORTING PERIOD	50,937	51,642	1	50,916	50,019	49,664

51,666	CASH AT THE END OF THE REPORTING PERIOD	51,642	50,916	-1	50,019	49,664	49,336
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Shared Services Centre Statement of Changes in Equity

Budget as at 30/6/09 \$'000		Est.Outcome as at 30/6/09 \$'000	Planned as at 30/6/10 \$'000	Var %	Planned as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000	Planned as at 30/6/13 \$'000
41,713	Opening Balance	43,763	43,021	-2	39,961	33,333	27,426
	Accumulated Funds						
-8,740	Operating Result for the Period	-7,735	-8,416	-9	-6,987	-6,038	-6,052
	Reserves						
-8,740	Total Income And Expense For The Period	-7,735	-8,416	-9	-6,987	-6,038	-6,052
	Transactions Involving Equity Holders Affecting Accumulated Funds						
6,437	Capital Injections	3,915	5,742	47	1,000	1,000	1,000
-100	Capital Distributions	-100	-386	-286	-641	-869	-869
3,178	Inc/Dec in Net Assets due to Admin Restructure	3,178	0	-100	0	0	0
42,488	Closing Balance	43,021	39,961	-7	33,333	27,426	21,505

Notes to the Budget Statements

Significant variations are as follows:

Operating Statement

- government payment for outputs: the increase of \$0.148 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to indexation and the transfer of resources from the Department of Territory and Municipal Services to Shared Services.
- user charges — non ACT Government: the decrease of \$0.343 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to cessation of one-off miscellaneous revenues received for ICT and publishing services.
- user charges — ACT Government:
 - the increase of \$2.859 million in the 2008-09 estimated outcome from the original budget is mainly due to:
 - higher capital works management fees due to a larger capital works program (\$1.6 million); and
 - higher ICT revenue mainly associated with changes to Rego ACT support arrangements commencing 1 July 2008 (\$1.676 million);

partially offset by:

- reduced Finance Services and Human Resources Services revenue mainly associated with negotiated changes to support arrangements with agencies (\$0.247 million); and

- lower Human Resources Salary System (CHRIS21) charges due to lower than expected usage (\$0.170 million).
- the increase of \$7.122 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to:
 - higher user charges in line with CPI and wage increases (\$3.451 million);
 - higher ICT user charges due mainly to the transfer of Commonwealth funding for Digital Divide recurrent support costs paid to InTACT (\$2.070 million) and increased consumption (\$1.4 million); and
 - higher capital works management fees from an increasing capital works program (\$0.448 million).
- other revenue: the increase of \$0.485 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to an increase in proceeds from the sale of ICT assets following the buyout of all residual ICT equipment finance leases and an increase in the reimbursement of salary packaging expenditure due to increased activity.
- employee and superannuation expenses:
 - the decrease of \$2.285 million in the 2008-09 estimated outcome from the original budget is mainly due to:
 - lower ICT permanent staff levels (\$2.350 million); and
 - reduction in Human Resources expenditure primarily associated with higher than expected leave taken by staff (\$0.420 million);
 - partially offset by:
 - increased ICT staffing associated with Rego ACT Support Agreement (\$0.421 million); and
 - increased Human Resources and Finance staffing associated with the new DECCEW Service Purchase Agreement (\$0.056 million).
 - the increase of \$6.672 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to:
 - the conversion of ICT contractors to permanent staff mainly due to initiatives and project work (\$3.989 million);
 - increased staff levels in Procurement Support Services due to increased capital works (\$0.386 million); and
 - wage increases (\$2.220 million).
- supplies and services:
 - the increase of \$4.307 million in the 2008-09 estimated outcome from the original budget is mainly due to:
 - higher contractor numbers due to difficulties in filling ICT positions (\$2.270 million) and increased capital works and ICT projects (\$1.626 million); and

- higher operating lease expenditure on ICT assets (\$1.620 million) due to the decision to extend the useful life of certain ICT assets;

partially offset by:

- reduced computing costs due to the rationalisation of server and software licence and support costs (\$1.240 million).
- the increase of \$0.969 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to:
 - an increase in the Commonwealth funded Digital Divide expenditure (\$2.070 million);
 - increased usage of ICT services (\$1.4 million); and
 - indexation (\$1.231 million);

partially offset by:

- a decrease in the use of ICT contractors (\$3.948 million).
- depreciation and amortisation: the increase of \$0.544 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to the full year impact of amortisation on the new Procurement System (\$0.5 million).
- borrowing costs: the decrease of \$0.1 million in the 2009-10 Budget from the 2008-09 estimated outcome is due to savings arising from buy-out all residual ICT equipment finance leases in 2008-09.

Balance Sheet

- other current and non current assets: the increase of \$1.014 million in the 2008-09 estimated outcome from the original budget is mainly due to the timing of the payment of significant software maintenance agreements (including Oracle and Microsoft).
- property, plant and equipment: the decrease of \$6.814 million in the 2008-09 estimated outcome from the original budget is mainly due the timing of asset purchases associated with delays in the Record Services Mitchell Accommodation Refurbishment (\$2.522 million) and lower than forecast asset purchases as the useful life of certain assets have been extended.
- intangibles:
 - the increase of \$0.960 million in the 2008-09 estimated outcome from the original budget is mainly due to the new Procurement System; and
 - the decrease of \$1.071 million in the 2009-10 Budget from the 2008-09 estimated outcome is due to amortisation of the Human Resources Salary System (CHRIS21) and the new Procurement System.
- payables: the increase of \$2.570 million in 2008-09 estimated outcome from the original budget is due to the timing associated with receiving and paying major supplier's invoices for ICT and capital works projects.

- current and non-current finance leases: the decrease of \$0.049 million in the 2008-09 estimated outcome from the original budget reflects the buyout of residual ICT finance leases in 2008-09.
- current and non current employee benefits: the increase of \$1.415 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to increased permanent staff numbers and wage increases.
- other current liabilities: the decrease of \$8.446 million in the 2008-09 estimated outcome from the original budget is due to an expected decrease in the level of revenue received in advance for capital works paid prior to the end of the financial year.

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 \$46.424 million in the 2008-09 estimated outcome from the original budget and the increase of \$20.298 million in the 2009-10 Budget from the 2008-09 estimated outcome are due to increased ICT and capital works activity.
- other payments: the increase of \$46.127 million in the 2008-09 estimated outcome from the original budget and the increase of \$20.113 million in the 2009-10 Budget from the 2008-09 estimated outcome are due to increased ICT and capital works activity.
- proceeds from sale of property, plant and equipment: the increase of \$0.3 million in the 2009-10 Budget from the 2008-09 estimated outcome is due to increased activity associated with the cessation of leasing activity.
- purchase of property, plant and equipment:
 - the decrease of \$2.225 million in the 2008-09 estimated outcome from the original budget is mainly due to delays in the Record Services Mitchell Accommodation refurbishment and the rollover of associated funding (\$2.522 million); and
 - the increase of \$2.810 million in the 2009-10 Budget from the 2008-09 estimated outcome is due to planned 2009-10 capital works (\$5.742 million) additional ICT purchases associated with Procurement Projects (\$1 million) offset by the completion of the prior years capital program (\$3.915 million).
- capital injection from government:
 - the decrease of \$2.522 million in the 2008-09 estimated outcome from the original budget represents the rollover of funds due to the timing in finalising the Record Services Mitchell Accommodation refurbishment; and
 - the increase of \$1.827 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to one-off funding for 2009-10 capital works initiatives (\$3.220 million) and the rollover of funds due to the timing in finalising the Record Services Mitchell Accommodation refurbishment (\$2.522 million), partially offset by completed 2008-09 initiatives (\$3.915 million).

- receipt of transferred cash balances: the increase of \$2.1 million in the 2008-09 estimated outcome from the original budget represents the delay in the one-off transfer of salary packaging bank accounts to Shared Services from the Department of Education and Training which was originally budgeted to be transferred prior to 30 June 2008 and was consequently transferred in 2008-09.
- distribution to government: the increase of \$0.286 million in the 2009-10 Budget from the 2008-09 estimated outcome represents the return of unspent superannuation for 2009-10.
- repayment of finance leases: the decrease of \$1.270 million in the 2009-10 Budget from the 2008-09 estimated outcome represents the residual effect of buying out all ICT residual finance leases in 2008-09.

Statement of Changes in Equity

- increase/(decrease) in net assets due to admin restructure: the decrease of \$3.178 million in the 2009-10 Budget from the 2008-09 estimated outcome is due to the one-off transfer of the Human Resources Salary System (CHRIS21) assets from the Chief Minister's Department to Shared Services effective 1 July 2008.

InTACT Operating Statement

2008-09 Budget \$'000		2008-09 Est.Outcome \$'000	2009-10 Budget \$'000	Var %	2010-11 Estimate \$'000	2011-12 Estimate \$'000	2012-13 Estimate \$'000
Income							
Revenue							
4,149	Government Payment for Outputs	4,149	4,261	3	4,356	4,413	4,494
443	User Charges - Non ACT Government	443	100	-77	100	106	110
100,911	User Charges - ACT Government	102,587	108,753	6	110,994	115,101	117,663
239	Other Revenue	239	425	78	428	436	437
105,742	Total Revenue	107,418	113,539	6	115,878	120,056	122,704
Gains							
0	Total Gains	0	0	-	0	0	0
105,742	Total Income	107,418	113,539	6	115,878	120,056	122,704
Expenses							
32,742	Employee Expenses	31,520	35,581	13	36,447	36,912	37,806
5,894	Superannuation Expenses	5,187	5,792	12	5,950	6,084	6,238
59,595	Supplies and Services	63,200	63,818	1	64,930	67,791	69,399
15,206	Depreciation and Amortisation	15,106	15,180	..	15,599	15,357	15,357
134	Borrowing Costs	134	34	-75	35	36	36
113,571	Total Ordinary Expenses	115,147	120,405	5	122,961	126,180	128,836
-7,829	Operating Result	-7,729	-6,866	11	-7,083	-6,124	-6,132

Procurement Support Services Operating Statement

2008-09 Budget \$'000		2008-09 Est.Outcome \$'000	2009-10 Budget \$'000	Var %	2010-11 Estimate \$'000	2011-12 Estimate \$'000	2012-13 Estimate \$'000
Income							
Revenue							
1,443	Government Payment for Outputs	1,443	1,553	8	1,576	1,576	1,599
11,688	User Charges - ACT Government	13,288	13,822	4	14,181	14,608	14,985
18	Interest	26	18	-31	18	18	18
13,149	Total Revenue	14,757	15,393	4	15,775	16,202	16,602
Gains							
0	Total Gains	0	0	-	0	0	0
13,149	Total Income	14,757	15,393	4	15,775	16,202	16,602
Expenses							
9,281	Employee Expenses	9,573	10,072	5	10,324	10,584	10,851
1,489	Superannuation Expenses	1,525	1,643	8	1,684	1,726	1,769
2,035	Supplies and Services	3,028	3,143	4	3,221	3,302	3,385
63	Depreciation and Amortisation	3	525	#	525	525	525
12,868	Total Ordinary Expenses	14,129	15,383	9	15,754	16,137	16,530
281	Operating Result	628	10	-98	21	65	72

Human Resources Services Operating Statement

2008-09 Budget \$'000		2008-09 Est.Outcome \$'000	2009-10 Budget \$'000	Var %	2010-11 Estimate \$'000	2011-12 Estimate \$'000	2012-13 Estimate \$'000
Income							
Revenue							
39	Government Payment for Outputs	39	0	-100	0	0	0
20,257	User Charges - ACT Government	19,907	20,283	2	20,802	21,226	21,717
412	Other Revenue	412	711	73	718	725	743
20,708	Total Revenue	20,358	20,994	3	21,520	21,951	22,460
Gains							
0	Total Gains	0	0	-	0	0	0
20,708	Total Income	20,358	20,994	3	21,520	21,951	22,460
Expenses							
14,073	Employee Expenses	13,473	14,342	6	14,704	15,072	15,451
2,075	Superannuation Expenses	2,075	2,149	4	2,202	2,258	2,314
2,919	Supplies and Services	2,619	3,012	15	3,086	3,165	3,244
2,272	Depreciation and Amortisation	2,272	2,236	-2	665	665	665
21,339	Total Ordinary Expenses	20,439	21,739	6	20,657	21,160	21,674
-631	Operating Result	-81	-745	-820	863	791	786

Finance Services Operating Statement

2008-09 Budget \$'000		2008-09 Est.Outcome \$'000	2009-10 Budget \$'000	Var %	2010-11 Estimate \$'000	2011-12 Estimate \$'000	2012-13 Estimate \$'000
Income							
Revenue							
35	Government Payment for Outputs	35	0	-100	0	0	0
12,120	User Charges - ACT Government	12,053	12,099	..	12,438	12,776	13,095
12,155	Total Revenue	12,088	12,099	..	12,438	12,776	13,095
Gains							
0	Total Gains	0	0	-	0	0	0
12,155	Total Income	12,088	12,099	..	12,438	12,776	13,095
Expenses							
9,393	Employee Expenses	9,441	9,636	2	9,877	10,126	10,380
1,345	Superannuation Expenses	1,213	1,464	21	1,502	1,539	1,577
1,476	Supplies and Services	1,485	1,328	-11	1,361	1,395	1,430
502	Depreciation and Amortisation	502	486	-3	486	486	486
12,716	Total Ordinary Expenses	12,641	12,914	2	13,226	13,546	13,873
-561	Operating Result	-553	-815	-47	-788	-770	-778

Notes to the Output Class Statements

Significant variations are as follows:

InTACT Total Expenses

- the increase of \$1.576 million in the 2008-09 estimated outcome from the original budget is mainly due to higher ICT project and support agreement activity and higher than forecast contractor expenditure, partially offset by lower than forecast staffing levels and reduced superannuation contributions; and
- the increase of \$5.258 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to an increase in expenditure associated with Commonwealth funded ICT initiatives, increased consumption, wage and CPI increases.

Procurement Support Services Total Expenses

- the increase of \$1.261 million in the 2008-09 estimated outcome from the original budget is mainly due to an increase in support costs associated with a larger capital works program; and
- the increase of \$1.254 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to an increase in support costs associated with a larger capital

works program and increased amortisation expenditure associated with the new Procurement System.

Human Resources Services Total Expenses

- the decrease of \$0.9 million in the 2008-09 estimated outcome from the original budget is mainly due to lower leave expenditure associated with higher than expected leave taken by staff and decreased superannuation contributions due to the mix of contributors; and
- the increase of \$1.3 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to a return to normal leave taken arrangements, an increase in salary packaging support costs, wages and CPI increases.

Finance Services Total Expenses

- the increase of \$0.273 million in the 2009-10 Budget from the 2008-09 estimated outcome is mainly due to wage and CPI increases.

