

CHIEF MINISTER'S DIRECTORATE

Purpose

The Chief Minister's Directorate (the Directorate) provides strategic advice and support to the Chief Minister and the Cabinet on policy development, service delivery and whole of government issues and facilitates the implementation of government priorities. This includes providing policy and procedural support for the leadership role of the Head of the ACT Public Service, who is head of the Directorate and chairs the ACT Public Service Strategic Board.

A key focus for the Directorate is the provision of direction and coordination across the ACT Public Service (ACTPS) on policy and strategy, including a specific role in areas such as sustainability policy alignment, demography and regional policy and relationships, managing the ACT's intergovernmental relationships and supporting the Chief Minister's role on the Council of Australian Governments (COAG).

The Directorate is responsible for strategic planning and direction on public sector standards, including service-wide employment, workforce culture and capability, industrial relations, learning and development, the implementation of machinery of government changes and the promotion of ethics and accountability.

A primary objective is the enhancement of workplace health and safety and private sector workers' compensation through policy development, advice to Government and coordination of Territory consultative bodies.

The Directorate is responsible for whole-of-government communications, the provision of public affairs advice and the coordination of directorates' compliance with campaign advertising legislation and guidelines. This includes work to enhance communications and community engagement across government and to seek the community's views as part of its decision-making processes.

The planning of the Centenary of Canberra is another key focus for the Directorate as we move towards 2013. The Directorate also has responsibility for the development and implementation of Government policies and programs for the arts, with a focus on a new arts policy.

2011-12 Priorities

Strategic and operational issues to be pursued in 2011-12 include:

- leading and coordinating the implementation of reforms emanating from the Hawke review;
- instilling cultural change across directorates in order to achieve greater collaboration and innovation in the delivery of government priorities;
- developing and implementing governance for the newly created ACTPS Strategic Board to embed one government approaches in strategic and policy development and implementation;

- implementing the Performance and Accountability Framework and the Evaluation Framework;
- creating the Government Information Office and progressing the Office's agenda including a Government ICT Strategic Plan and an open government initiative;
- leading and coordinating the Government's participation in (COAG) reform agenda and reporting requirements;
- leading across-government initiatives to strengthen public sector capability, with a focus on facilitating the implementation of the Respect, Equity and Diversity Framework;
- reviewing the *Public Sector Management Act 1994* and subordinate instruments;
- implementing the ACTPS Workers' Compensation and Work Safety Improvement Plan;
- coordinating planning for the Centenary of Canberra; and
- creating and implementing the ACT Arts Strategy.

Business and Corporate Strategies

The Directorate will continue to develop and implement corporate and business strategies to help achieve its priorities in 2011-12 that include:

- improving governance and accountability frameworks, policies and practices in business planning, risk management, financial management and reporting;
- attracting and retaining skilled employees, building capabilities through learning and development and encouraging a work life balance;
- establishing and maintaining an effective health and safety culture through commitment to supportive and preventative workplace behaviours to promote a positive work environment and to minimise the risk of workplace illness and injuries; and
- strengthening collaborative relationships within the ACTPS, as well as with other jurisdictions, external organisations and the community through consultation, negotiation and engagement.

Estimated Employment Level

2009-10		2010-11	2010-11	2011-12
Actual Outcome		Budget	Est. Outcome¹	Budget²
207	Staffing (FTE)	216	237	152

Notes:

1. The increase in FTEs in the 2010-11 estimated outcome from the original budget is primarily due to the transfer of the Heritage Unit from the Department of Territory and Municipal Services from 1 July 2010.
2. The decrease in FTEs in the 2011-12 Budget is primarily due to the transfer of Business and Industry Development, Australian Capital Tourism, Live in Canberra and Special Events to the Economic Development Directorate, and the transfer of the Heritage Unit to the Sustainable Development Directorate from 1 July 2011.

Strategic Objectives and Indicators

Strategic Objective 1

Building coordinated and integrated policy development and service delivery across Government

The effective delivery of Government policy and objectives requires coordination, cohesion and alignment of efforts across the ACTPS.

On behalf of the Chief Minister, the Directorate leads and coordinates across-government strategy, policy development and service delivery. This includes:

- leadership of new Government initiatives and strategies;
- proactive engagement with Directorates on key policy or service issues;
- advice that provides a whole-of-government perspective;
- monitoring performance of service delivery outcomes; and
- promoting inter-directorate cooperation and outcomes through directorate committees and ongoing arrangements such as the Strategic Board and the supporting across Directorate Policy Forum and establishment of strategic taskforces.

Strategic Objective 2

Supporting informed decision-making by Government

Decision making is central to a government. Sound policy and advice assists Cabinet in coordinating and structuring its crucial strategic policy and direction setting for the ACT Government as a whole.

The Directorate supports informed decision-making by ensuring that advice to Government is evidence-based, timely, accurate, robust and covers essential issues succinctly, clearly and in sufficient detail. As part of its role, it provides policy advice and support to the Strategic Board and the Head of the ACTPS as Chair of the Strategic Board.

Strategic Objective 3

Strengthening Public Service Capacity

The ACTPS needs to be well positioned to attract, retain and improve the capability of our workforce in order to deliver quality services for the community and to help take the Territory forward.

To address our workforce challenges into the future, ACT Government directorates are committed to the ACTPS Attraction and Retention Framework and its implementation. The main objectives of the Framework are to;

- improve the capability of all ACTPS employees;
- retain employees through professional development and targeted retention strategies; and
- attract new employees.

Strategic Objectives and Indicators cont.

A key indicator of success in strengthening public service capacity is the retention rates of our employees. There are many factors that assist employee retention, including a positive work culture, opportunities for career development and training and development, flexible work arrangements and work life balance.

Strategic Indicator: Retention of employees

The maintenance of low employee separation levels consistent or better than public sector trends.

The current retention rate within the ACTPS is comparable to those reported in other Australian jurisdictions.

The permanent separation rate for 2009-10 was 6.4 per cent.

Source: ACT Commissioner for Public Administration ACT Public Service Workforce Profile 2009-10.

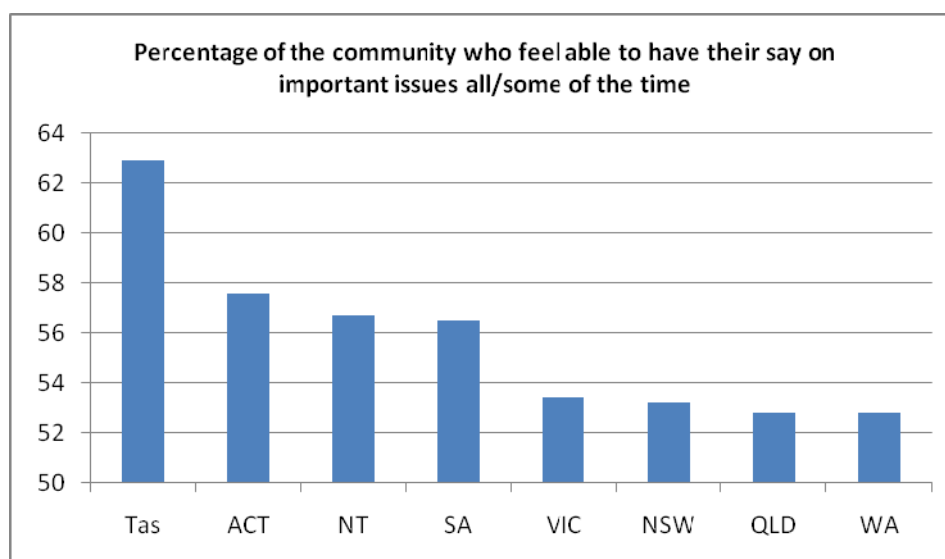
Strategic Objective 4

Improved satisfaction with Community Engagement

The ACT Government is committed to engaging the Canberra community in the development and delivery of government policies, programs, public works and services. Enhancing citizen engagement and participation is important to building trust in government and making processes more transparent, accountable and responsive to the public's views.

Strategic Indicator: Community members feel able to have a say within the community on important issues

An indicator of the public perceptions of the effectiveness of engagement mechanisms and overall processes is the percentage of the community who feel they are able to have their say on important issues all/some of the time.



Source: General Social Survey 2006 (ABS)

Output Classes

	Total Cost ¹		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output Class 1				
Government Strategy	38,290	39,721	34,781	37,471
Output 1.1: Government Policy and Strategy	5,563	6,417	5,276	6,417

Note:

1. Total Cost includes depreciation of \$1.196 million in 2010-11 and \$1.210 million in 2011-12.

Output Description

Provision of advice and support to the Chief Minister and the Chief Executive on strategic policy and the effective delivery of government policies and priorities.

Government Policy and Strategy will:

- provide ongoing advice to the Chief Minister and the Government in relation to whole of government policy development and priorities, and the implementation of key Government decisions;
- support the Head of the ACTPS as the Chair of the Strategic Board and provide secretariat services to the Board;
- lead, coordinate and monitor policy and project initiatives to promote across-government outcomes and delivery;
- lead and coordinate the Government's participation in the COAG reform agenda and the Council of Australian Federation, and its engagement with regional leaders and local governments;
- provide advice and support to Cabinet and the Manager of Government Business in the Legislative Assembly; and
- provide across-government advice and coordination on ICT issues and release of government information through the Government Information Office.

	Total Cost		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output 1.2: Public Sector Management	5,109	5,616	4,503	5,039

Output Description

Provision of an employment and policy framework to support a professional, skilled and accountable public service that is responsive to the Government and the community, and management of whole-of-government capacity-building programs.

Output Classes cont.

Public Sector Management will:

- develop and review whole-of-government employment policies, regulations and standards and provide industrial relations services to support this framework;
- support and coordinate workforce planning and change management across the service, including through service-wide development programs;
- develop and implement ACTPS capacity-building programs; and
- support the Commissioner for Public Administration and the Remuneration Tribunal.

	Total Cost		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output 1.3: Industrial Relations Policy¹	2,900	4,305	2,739	4,165

Note:

1. This Output relates to the Minister responsible for Industrial Relations.

Output Description

Provision of advice to the Government that concentrates on the relationship between employers and workers in the ACT. This spans, but is not limited to, workplace safety, dangerous substances, workers' compensation, the rights of injured workers, the rights of contractors to be paid, public holidays and the costs of workers' compensation to business.

Industrial Relations Policy will:

- advise the Government on the national workplace safety agenda and continue to participate in the development of harmonised workplace safety laws;
- continue to implement enhancements to the ACT's existing Work Safety regime, taking account of directions in the national workplace safety agenda;
- advise the Government on the performance of the ACT Workers' Compensation Scheme and of issues arising within the scheme;
- continue to make changes to the ACT's Workers' Compensation Scheme where agreed by the Government;
- advise the Government in relation to the National Workplace Relations System;
- contribute, where relevant, to consultation with the Commonwealth, States and the Northern Territory in relation to the National Workplace Relations System in accordance with the terms of the Inter-Governmental Agreement on a National Workplace Relations System; and
- coordinate the Territory's consultative bodies for workers' compensation and work safety.

Output Classes cont.

	Total Cost		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output 1.4: Coordinated Communications and Community Engagement¹	8,950	9,375	7,997	9,251

Note:

- This Output has been renamed and was previously reported as "Coordinated Communications and Events" in the 2010-11 Budget papers.

Output Description

Provision of communications support, centenary management, protocol services and executive support to the ACT Government and community.

Coordinated Communications and Community Engagement will:

- provide information and protocol services for the Chief Minister;
- provide corporate support to the ACT Executive and its staff;
- coordinate planning for the Centenary of Canberra;
- provide whole-of-government advice and assistance on community engagement policies and practices; and
- provide whole-of-government communications and support, including for whole of government emergency responses.

	Total Cost		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output 1.5: Arts Policy, Advice and Programs¹	14,309	14,008	12,828	12,599

Note:

- This Output relates to the Minister responsible for the Arts.

Output Description

Implementation of Government policies and priorities and facilitation of development of, and community participation in, the arts. Arts Policy, Advice and Programs will:

- deliver a range of arts programs, projects and initiatives;
- develop and implement arts policy;
- develop, manage and maintain a range of arts facilities; and
- provide support to and participate in advisory mechanisms in the arts.

Output Classes cont.

	Total Cost		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget ¹ \$'000	Est. Outcome \$'000	Budget ¹ \$'000
Output 1.6: Heritage²	1,459	n/a	1,438	n/a

Notes:

1. This Output and the associated Accountability Indicator transfers to the Sustainable Development Directorate on 1 July 2011.
2. This Output relates to the Minister responsible for Heritage. This Output and the associated Accountability Indicator transferred from the Department of Territory and Municipal Services following the Administrative Arrangements that took effect on 1 July 2010.

Output Description

Heritage administers the heritage provisions of the *Heritage Act 2004* and assists in the conservation of the ACT's heritage assets to ensure their identification, preservation, protection, maintenance and enhancement (where appropriate) for present and future generations. Heritage provides administrative and operational support to the ACT Heritage Council and their projects, and administers the annual funding of the ACT Heritage Grants Program.

	Total Cost ¹		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget ² \$'000	Est. Outcome \$'000	Budget ² \$'000
Output Class 2³				
Business and Industry Development	9,796	n/a	8,931	n/a
Output 2.1: Business and Industry Development	9,796	n/a	8,931	n/a

Notes:

1. Total Cost includes depreciation of \$0.004 million in 2010-11.
2. This Output and the associated Accountability Indicators transfers to the Economic Development Directorate on 1 July 2011.
3. This Output relates to the Minister responsible for Business and Economic Development.

Output Description

Provision of programs, initiatives and business policy advice to support strategic business and industry development in the ACT.

	Total Cost ¹		Government Payment for Outputs	
	2010-11	2011-12	2010-11	2011-12
	Est. Outcome \$'000	Budget ² \$'000	Est. Outcome \$'000	Budget ² \$'000
Output Class 3³				
Tourism	18,374	n/a	15,897	n/a
Output 3.1: Tourism	18,374	n/a	15,897	n/a

Notes:

1. Total Cost includes depreciation of \$0.226 million in 2010-11.
2. This Output and the associated Accountability Indicators transfers to the Economic Development Directorate on 1 July 2011.
3. This Output relates to the Minister responsible for Tourism.

Output Classes cont.

Output Description

Creation and implementation of a range of marketing and development programs and activities to promote tourism and major events held in the ACT. This includes promotion of the ACT as a tourism destination and the management and delivery of significant events such as Floriade and Floriade NightFest.

Accountability Indicators

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets
Output Class 1: Government Strategy			
Output 1.1: Government Policy and Strategy			
a. Whole of government policy and project initiatives ¹	4	6	4
b. Support for Regional Leaders Forums ²	2	2	2
c. Support for COAG and CAF meetings ³	6	4	4
d. Annual Report on The Canberra Plan ⁴	1	1	1
e. Release an issues paper on the 2013 Canberra Plan ⁵	n/a	n/a	1
f. Infrastructure Plan ⁶	1	1	1
g. Demographic Update ⁷	2	2	1
h. Complete a scoping study on opportunities for electronic service delivery ⁸	n/a	n/a	1
i. Finalise and release an across-government ICT Strategic Plan ⁹	n/a	n/a	1

Notes:

1. This measure incorporates key Government policy and project initiatives to be delivered by the Chief Minister's Directorate. The scope, delivery and timing of the scheduled initiatives may vary depending on emerging priorities during the year that impact on resources and scheduled projects. Initiatives currently scheduled for delivery in 2011-12 include implementation of the first stage of the performance and accountability framework; development of a service planning framework; and finalisation of a triple bottom line policy assessment tool. The projects will be completed by 30 June 2012.
2. This measure covers the provision of briefs to the Chief Minister in advance of the Regional Leaders Forum meetings incorporating the planning and delivery of Regional Leaders' Forums by Chief Minister's Directorate (in conjunction with the NSW Department of Premier and Cabinet). This was previously called "Regional Leadership". There has been no change in the actual indicator measure.
3. This measure covers briefing and support to the Chief Minister for meetings of the Council of Australian Governments (COAG) and the Council for the Australian Federation (CAF).
4. This measure covers the preparation of an annual Achievement Report on progress in implementing The Canberra Plan - Towards Our Second Century.
5. New Measure. This measure involves the development and release of an issues paper on the proposed 2013 Canberra Plan.
6. This measure covers the preparation of an update to the ACT Government Infrastructure Plan 2010.
7. This measure supports demographic projects. Every second year the projects are updates to demographic projections (ACT wide, and suburb level projections). Every other year other demographic projects are completed. As the projections were updated in 2010-11, in 2011-12 the demographic project undertaken will incorporate scoping and development for public release of a regional demographic paper. As this is a more extensive project, only one demographic project is scheduled. This will be completed by 30 June 2012.
8. New measure. This measure involves a scoping study on the electronic delivery of government services.
9. New measure. This measure involves the release of an across-government ICT Strategic Plan for the ACTPS.

Accountability Indicators cont.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets
Output 1.2: Public Sector Management			
a. Publish ACT Public Sector Workforce Profile Report ¹	March 2011	March 2011	March 2012
b. Conduct the annual whole of government Graduate Program ²	1	1	1
c. Deliver public sector employment framework harmonisation project ^{3;4}	1	1	n/a
d. Coordinate the implementation of the Attraction and Retention Strategy, including the Commissioner for Public Administration priorities of: ^{4; 5}			
(i) an Aboriginal and Torres Strait Islander Employment Strategy	1	1	n/a
(ii) a Disability Employment Strategy	1	1	n/a
(iii) the revision of Equity and Diversity Framework	1	1	n/a
e. Implement the new enterprise agreement ⁶	1	1	1
f. Finalise public interest disclosure legislation ⁷	June 2011	Not complete	Dec 2011
g. Conduct a review of the <i>Public Sector Management Act 1994</i> ⁸	n/a	n/a	Feb 2012
h. Report on the implementation of the ACTPS Respect, Equity and Diversity Framework ⁹	n/a	n/a	Sept 2011
i. Implement the ACTPS workers' compensation and work safety improvement plan ¹⁰	n/a	n/a	Dec 2011

Notes:

1. This measure covers the publication of the annual ACT Public Service Workforce Profile Report.
2. This measure covers implementation of the ACTPS whole of government Graduate Program including the 2011 graduate intake, recruitment, selection and commencement of the 2012 intake, and planning for the 2013 intake. The measure is counted as complete when the activities under the program are undertaken.
3. This measure covers the delivery of a simplified and improved framework for public sector employment. The measure is counted as complete on finalisation of new common terms and conditions in agreements, amendments to the PSM Act are agreed to by the Assembly, and related changes to PSM Standards introduced.
4. Discontinued measure.
5. This measure covers the development of targeted attraction, retention and capacity building initiatives for the ACTPS.
6. This measure covers the implementation of the Enterprise Agreement across ACTPS Directorates under the *Fair Work Act 2009*.
7. This measure covers finalising the reform of Public Interest Disclosure law to the extent that an exposure draft is available for public comment. The release of an exposure draft has been delayed due to the diversion of resources in 2010-11 toward enterprise negotiations.
8. New measure. This measure covers the conduct of a review of the *Public Sector Management Act 1994*, as recommended in the Review of the ACTPS. The measure is counted as complete when a discussion paper and/or exposure draft is released to stakeholders for comment, and is subject to Government policy approval.
9. New measure. This measure covers implementation of the ACTPS Respect, Equity and Diversity Framework launched in December 2010.
10. New measure. This measure covers the implementation of stage one of the ACTPS workers' compensation improvement plan.

Accountability Indicators cont.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets
Output 1.3: Industrial Relations Policy¹			
a. Provide advice to Government on developments in the national workplace safety agenda ²	4	5	4
b. Represent the ACT on Safe Work Australia and its various sub-committees and working groups, and coordinate input to and activities arising from the national initiatives to harmonise occupational health and safety laws ³	12	12	10
c. Amend the ACT's existing Work Safety scheme to meet the objectives of the Government and the needs of stakeholders ⁴	1	4	n/a
d. Conduct an actuarial review of the ACT Workers' Compensation Scheme ⁵	June 2011	June 2011	May 2012
e. In accordance with Government directions, make changes to the <i>Workers' Compensation Act 1951</i> ⁶	June 2011	June 2011	June 2012
f. Provide advice to the Government regarding issues arising from the National Workplace Relations System ⁷	4	4	4
g. Coordinate input to and activities arising from the Inter-Governmental Agreement on a National Workplace Relations System ⁸	4	4	4
h. Maintain consultative fora within the ACT on workplace safety and on workers' compensation ⁹	4	4	4
i. Provide policy and legislative advice to the Government on issues affecting ACT workers ¹⁰	n/a	n/a	3

Notes:

- This Output relates to the Minister responsible for Industrial Relations.
- This measure covers the preparation of briefing papers to the Government on significant national developments in workplace safety including those requiring amendments to the ACT legislation.
- This measure covers the preparation of briefing papers to the Government on significant national developments in workplace safety including those requiring amendments to the ACT legislation. This measure is counted as complete when submissions are lodged with the Government. The scope, delivery and timing of these submissions will depend on the nature of emerging priorities during the year that impact on resources and scheduled projects.
- This measure covers amendments to the Work Safety legislation, including new codes of practice under the *Work Safety Act 2008* and other minor amendments to the Work Safety Regulations. With the move to national harmonisation of OHS laws, there should be no more amendments to the existing ACT legislation in 2011-12, and the measure has been discontinued.
- This measure covers review of the performance of the ACT Workers' Compensation Scheme and consideration of the broader implications of these findings. The measure is counted as complete on receipt of the actuarial analysis and reporting to the Minister responsible for Industrial Relations.
- This measure covers the development of amendments to the *Workers' Compensation Act 1951*, which are intended to improve the overall efficiency and effectiveness of the workers' compensation scheme.
- This measure covers the provision of advice to the Government on the progress of any amendments to the *Fair Work Act 2009 (Cwlth)*, and any other issues arising in relation to the national workplace relation laws. The subject, number and timing of the briefings will depend on the nature of emerging priorities during the year that impact on resources.
- This measure covers the ACT's participation and involvement in the various federally sponsored fora on the administration of the *Fair Work Act 2009*. The scope, delivery and timing of these submissions will depend on the nature of emerging priorities during the year that impact on resources and scheduled projects.
- This measure covers the secretariat role of Work Safety Policy Section to the ACT Work Safety Council, supporting four meetings of Council.
- New measure. This measure covers advice on sham contracting, long service leave and public holidays.

Accountability Indicators cont.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets
Output 1.4: Coordinated Communications and Community Engagement			
a. Deliver key community events ^{1; 2}			
– New Year's Eve	1	1	n/a
– Australia Day	1	1	n/a
– Canberra Day	1	1	n/a
– Nara Candle Festival	1	1	n/a
b. Annual festival grants advice submitted to the Minister ^{3; 4}	Sep 2010	Sept 2010	n/a
c. Deliver annual city-wide Whole of Government newsletter ⁵	Mar 2011	Mar 2011	March 2012
d. Conduct four annual <i>Live in Canberra</i> Interstate expos to increase awareness of the benefits of living and working in the ACT ^{6; 7}	4	10	n/a
e. Engage the Canberra Community on whole of government issues/topics utilising at least three engagements methods (on-line, media release, website) ^{8; 9}	50 editions	50 editions	n/a
f. Quarterly reporting to Government on Centenary of Canberra progress ¹⁰	4	4	4
g. Average number of visits per month to the <i>Community Engagement</i> website ¹¹	n/a	n/a	2,000

Notes:

1. This measure covers the successful delivery of major community events, and includes support of other community events and marketing of the overall program.
2. Discontinued measure. Special Events transferred to the Economic Development Directorate from 1 July 2011.
3. This measure covers management of the ACT Festival Fund Assessment Committee, the assessment process and recommendations submitted to the Chief Minister.
4. Discontinued measure. Festival funds grants transferred to the Economic Development Directorate from 1 July 2011.
5. This measure covers the production and distribution of the annual "Our City, Our Community" newsletter providing information to ACT Residents on the activities of the ACT Government.
6. The *Live in Canberra* campaign aims to raise awareness of Canberra as a great place to live and work, to attract skilled workers and their families from targeted national and international audiences and to make Canberra a welcoming city.
7. Discontinued measure. The *Live in Canberra* campaign transferred to the Economic Development Directorate from 1 July 2011.
8. This measure covers the production and placement of the Community Noticeboard in The Canberra Times. The result is calculated by production and placement of the Community Noticeboard in The Canberra Times prior to print deadline.
9. Discontinued measure.
10. This measure covers the provision of quarterly information updates to the Government on the Centenary of Canberra program.
11. New measure. This measure covers visits to the ACT Government Community Engagement website.

Accountability Indicators cont.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets
Output 1.5: Arts Policy, Advice and Programs¹			
a. Manage the Community Outreach Program ²	1	1	1
b. Administer and manage the ACT Cultural Council ³	1	1	1
c. Participate in Commonwealth Government advisory and funding mechanisms ⁴	3	3	3
d. Provide support for administrative arrangements associated with the Cultural Facilities Corporation ⁵	4	4	4
e. Deliver the ACT Arts Fund and associated awards and prizes ⁶	8	8	8
f. Manage ACT Arts Fund Key Arts Organisations ^{7, 8}	18	18	18
g. Manage single-line funded Key Arts Organisations ^{8, 9}	2	2	2
h. Manage Program-funded organisations ^{8, 10}	7	7	7
i. Manage the Public Arts Program ¹¹	5	5	5
j. Administer and manage the ACT Public Art Panel ¹²	1	1	1
k. Manage Community Facilities ¹³	13	13	13

Notes:

1. This Output relates to the Minister responsible for the Arts.
2. This measure covers the management of the ACT Government's agreement with the Australian National University for the delivery of the Community Outreach Program. The measure will be calculated and counted as complete through the assessment of information provided by the organisation through its reporting requirements as specified in its Deed of Grant with the Territory.
3. This measure covers the administration and management of the ACT Cultural Council, including administering the appointment of members, members' remuneration, maintaining the Council's Charter, and the preparation of meeting papers. The measure will be calculated by comparing processes and outcomes against the requirements of the 2009-10 ACT Cultural Council Charter.
4. This measure covers participation in the Cultural Ministers Council and Cultural Ministers Council Standing Committee, and liaison with the Australia Council for the Arts.
5. This measure covers artsACT's responsibilities to the Minister in relation to the Cultural Facilities Corporation Board appointments and quarterly reporting. It will be counted as complete when Board appointments have been placed on the Register, and Quarterly Reports are tabled in the Legislative Assembly.
6. The ACT Arts Fund is a program of arts-development grants made under eight categories to arts organisations, groups and individual artists, as well as a range of awards and prizes. The ACT Arts Fund grants process involves peer assessment of applications, and is considered complete when the Minister responsible for the Arts signs approval for all funding categories.
7. This measure covers the management of arts funding to the ACT's eighteen Key Arts Organisations in accordance with their Deeds of Grant and License Agreements.
8. These measures are counted as complete following the approval of the acquittal, program and budgets.
9. This measure covers the management of arts funding to the ACT's two single-line-funded Key Arts Organisations in accordance with their Deeds of Grant and License agreements. These organisations are the Canberra Glassworks and Belconnen Arts Centre.
10. This measure covers the management of arts funding to the ACT's seven Program-funded arts organisations in accordance with their Deeds of Grant and License Agreements.
11. This measure covers project management of the commission or acquisition and installation of public art in five categories. For the projects covered by this measure, progress against the project timelines is measured by monitoring of activities completed against individual project milestone dates.
12. This measure covers the administration and management of the Public Art Panel, including administering the appointment of members, members' remuneration and secretariat services. The measure is complete on payment of final remuneration to Panel members.
13. This measure covers the annual funding program for a full range of cyclical and unplanned maintenance for the thirteen arts facilities managed by artsACT.

Accountability Indicators cont.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets ¹
Output 1.6: Heritage^{1,2}			
a. Assess development applications for their heritage impact and advise ACTPLA within 15 working days using "stop the clock" methodology ³	100%	96%	n/a

Notes:

1. This Output relates to the Minister responsible for Heritage.
2. This Output was transferred from the Territory and Municipal Services following the Administrative Arrangements that took effect from 1 July 2010. This Output transferred to the Sustainable Development Directorate from 1 July 2011.
3. This measure covers the number of development applications assessed by the Heritage Unit and returned to ACTPLA against a 15 working day time frame.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets
Output Class 2: Business and Industry Development 1, ^{1,2}			
Output 2.1: Business and Industry Development			
a. Support business innovation and the commercialisation of wealth generating ideas and research through program approaches ³	1	1	n/a
b. Establish and deliver collaboration-based industry development strategies ⁴	1	1	n/a
c. Deliver information and advisory services to the general small business community ⁵	1	1	n/a
d. Work within Australian and the ACT Government policy settings to attract and facilitate business and skilled migration to the Territory ⁶	1	1	n/a
e. Collaborate with the relevant Commonwealth Government entities to support economic development in the Territory and the broader Capital Region ⁷	1	1	n/a

Notes:

1. This Output transferred to the Economic Development Directorate from 1 July 2011.
2. This Output relates to the Minister responsible for Business and Economic Development.
3. This measure covers delivery of business programs and services to support business innovation and commercialisation, including InnovationConnect; TradeConnect; ACT Investment Facilitation Program; Lighthouse Business Innovation Centre; and Canberra Business Development Fund; and management of relationships with key stakeholders.
4. This measure covers delivery of collaboration-based business programs and services to high growth potential businesses; ACT Industry Capability Network; ACT Exporters' Network; ScreenACT, CollabIT; and ACT Screen Investment Fund; and ongoing interaction with stakeholders to grow and sustain the Education Export market and develop a Clean Economic Development Strategy.
5. This measure covers delivery of information and advisory services to intending and early stage businesses; Australian Business Licence Information Service; Business in Focus Month; ACT Small and Micro Business Forum; and participation in forums.
6. This measure covers delivery of business programs and services to attract and facilitate business and skilled migration including the International Student Ambassador Program and the Skilled and Business Migration Program; and coordination of an ACT Skills Summit and participation in the Commonwealth-State Working Party on Skilled Migration, and the Standing Committee on Immigration and Multicultural Affairs.
7. This measure covers delivery of business programs and services with Commonwealth collaboration on the Trade Mission Program and Chief Minister's Export Awards; and management of Inward Investment Facilitation and participation in the National Trade Development Working Group, the Advisory Council on Innovation, and the National Investment Australia Board.

Accountability Indicators cont.

	2010-11 Targets	2010-11 Est. Outcome	2011-12 Targets ¹
Output Class 3: Tourism²			
Output 3.1: Tourism			
a. Awareness of the Capital Region as a tourist destination ³			
– Sydney	>9%	12.5%	n/a
– Brisbane	>5%	6.8%	n/a
– Regional NSW	>12%	18.2%	n/a
b. Preference of the Capital Region as a tourist destination ³			
– Sydney	>10%	16.9%	n/a
– Brisbane	>5%	8.3%	n/a
– Regional NSW	>10%	13.5%	n/a
c. Number of visits to the 'visitcanberra' website ⁴	575,000	800,000	n/a
d. Direct expenditure as a result of staging Floriade ⁵	\$20m	\$26.9m	n/a

Notes:

1. This Output transferred to the Economic Development Directorate from 1 July 2011.
2. This Output relates to the Minister responsible for Tourism.
3. Results are taken quarterly from the Holiday Tracking Survey (HTS), an ongoing survey of holiday and leisure travel which is managed by Roy Morgan Research. There is a lag in obtaining results, and these latest figures are for the year ending December 2010. The variation from the target is due to the figures covering a period incorporating both the highly successful Masterpieces from Paris exhibition and Floriade 2010, which achieved record levels of interstate visitation. These events, both heavily promoted in interstate markets (particularly Sydney and Regional NSW), are likely catalysts for increased awareness levels, which have risen steadily from February 2010 onwards.
4. This measure is used to record the performance of the website www.visitcanberra.com.au as a key driver for tourism activities such as travel, research, planning and online bookings in Canberra. Website statistics are obtained through Google Analytics – an online measurement tool that measures 'visits' to the site, in line with accepted industry standards. The variation in 2010-11 from the target reflects the increasing use of the internet as a source for travel information, planning and bookings.
5. This measure aims to independently measure the increase in direct expenditure to the ACT economy as a result of staging the event. Visitor expenditure data is derived from face-to-face interviews conducted on site with a random sample of event attendees. The event's direct expenditure impact essentially captures the spending of all visitors that come to the ACT (or extend their stay) specifically because of Floriade, plus the event operations impact. The variation in 2010-11 from the target is due to the 2010 event achieving record levels of interstate visitation and direct expenditure, while also recording the highest attendance figure (471,979) since the introduction of turnstiles in 1999.

Changes to Appropriation

Changes to Appropriation - Controlled

	2010-11	2011-12	2012-13	2013-14	2014-15
Government Payment for Outputs	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2010-11 Budget	57,771	55,976	60,622	52,747	52,747
FMA Section 16B Rollovers from 2009-10					
Additional Repairs and Maintenance	440	-	-	-	-
Reaching Out to the Community	249	-	-	-	-
Public Art	163	-	-	-	-
Arts Canberra Action Statement	65	-	-	-	-
Accountability in Government	16	-	-	-	-
Supporting Business Innovation	138	-	-	-	-
Community Support Fund	128	-	-	-	-
Community Initiatives Fund	46	-	-	-	-
Technical Adjustments					
Transfer - Heritage Unit from the Department of Territory and Municipal Services	1,438	1,404	1,421	1,436	1,459
Transfer - Events Unit from the Department of Territory and Municipal Services	195	371	378	385	392
Treasurer's Advance - Pakistan Flood Relief	100	-	-	-	-
Treasurer's Advance - Queensland Flood Relief	50	-	-	-	-
Treasurer's Advance - Additional Queensland Flood Relief	200	-	-	-	-
2011-12 Budget Policy Adjustments					
Seamless National Economy - OHS Harmonisation	-	157	(213)	(213)	(213)
Seamless National Economy - Business Online Services	-	100	50	-	-
Development of Arts Activity Hubs (Scoping)	-	100	-	-	-
Government Information Office - Optimising ICT Investment	-	297	302	306	311
Artists-in-Residence Program	-	50	51	52	53
Community Engagement	-	200	200	-	-
Community Centenary Initiatives Fund	-	150	870	-	-
Performance and Accountability and Evaluation Implementation	-	355	361	368	375
ACTGov 2.0 - Exploring Opportunities for Electronic Service Delivery (Scoping)	-	125	-	-	-
Canberra Plan 2013	-	150	154	-	-
Strategic Board Secretariat	-	120	123	126	130
Building and Maintaining the ACT Public Service (ACTPS)	-	200	204	207	211
Targeted employment Strategies to Increase Diversity in the ACTPS	-	200	204	207	211
ACTPS Workers' Compensation and Work Safety Improvement Plan	-	1,186	1,175	-	-
On-line Grants Capacity (artsACT)	-	-	20	20	20
Glassworks and Other Arts Facilities Fire Systems Improvements	-	10	-	-	-
Street Theatre Extension	-	-	-	-	30
AIMS Replacement	-	-	257	264	271
Revised Wage Parameters	-	(2)	267	267	274
Savings Initiative	-	(574)	(755)	(762)	(770)

Changes to Appropriation cont.

Changes to Appropriation – Controlled cont.

Government Payment for Outputs	2010-11	2011-12	2012-13	2013-14	2014-15
	Est. Out. \$'000	Budget \$'000	Estimate \$'000	Estimate \$'000	Estimate \$'000
2011-12 Budget Technical Adjustments					
Revised Indexation Parameters	-	172	176	178	1,250
Revised Superannuation Contributions	-	636	553	449	342
Transfer - Heritage Unit to the Sustainable Development Directorate	-	(1,403)	(1,413)	(1,422)	(1,442)
Transfer - Tourism to the Economic Development Directorate	-	(14,977)	(15,222)	(14,455)	(14,763)
Transfer - Business and Industry Development to the Economic Development Directorate	-	(6,602)	(6,225)	(5,430)	(5,640)
Transfer - Special Events Unit to the Economic Development Directorate	-	(1,680)	(1,714)	(1,744)	(1,783)
Transfer - Live in Canberra to the Economic Development Directorate	-	(205)	(209)	(214)	(219)
Transfer - Business Support Programs to the Economic Development Directorate	-	(435)	-	-	-
Rollover - Centenary of Canberra - ACT Celebratory Program	(779)	779	-	-	-
Rollover - Supporting Business Innovation	(300)	300	-	-	-
Rollover - Community Support Fund	(100)	100	-	-	-
Rollover - Community Initiatives Fund	(56)	56	-	-	-
Rollover - ACT Festivals Fund	(20)	20	-	-	-
Rollover - Business and Economic Development	(135)	135	-	-	-
2011-12 Budget	59,609	37,471	41,637	32,772	33,246

Changes to Appropriation - Territorial

Payment for Expenses on Behalf of Territory	2010-11	2011-12	2012-13	2013-14	2014-15
	Est. Out. \$'000	Budget \$'000	Estimate \$'000	Estimate \$'000	Estimate \$'000
2010-11 Budget	-	-	-	-	-
Technical Adjustments					
Transfer - Heritage Unit from the Department of Territory and Municipal Services	200	-	-	-	-
Transfer - Heritage Unit from the Department of Territory and Municipal Services	385	296	307	318	326
2011-12 Budget Technical Adjustment					
Transfer - Heritage Unit to the Sustainable Development Directorate	-	(296)	(307)	(318)	(326)
2011-12 Budget	585	-	-	-	-

Changes to Appropriation cont.

Changes to Appropriation - Controlled

Capital Injections	2010-11		2011-12	2012-13	2013-14	2014-15
	Est.	Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2010-11 Budget	8,443		1,663	1,092	299	299
FMA Section 16B Rollovers from 2009-10						
Public Art Scheme	249		-	-	-	-
Manuka Arts Centre - Landscape Works	243		-	-	-	-
Belconnen Arts and Cultural Centre	234		-	-	-	-
Capital Upgrades - artsACT	189		-	-	-	-
Watson Arts Centre - Five Studios Forward Design	108		-	-	-	-
Strathnairn Arts Centre - Bronze Foundry Workshop	100		-	-	-	-
Strathnairn Arts Centre - Landscaping	50		-	-	-	-
Kingston Foreshore Arts Precinct - Café Enclosure	28		-	-	-	-
Kingston Foreshore Arts Precinct - Tower	8		-	-	-	-
Technical Adjustment						
Transfer - Heritage Unit from the Department of Territory and Municipal Services	978		128	131	135	138
2011-12 Budget Policy Adjustments						
On-line Grants Capacity (artsACT)	-		100	-	-	-
Glassworks and Other Arts Facilities Fire Systems Improvements	-		1,200	200	-	-
Street Theatre Extension	-		1,280	1,900	-	-
Strathnairn Facility Improvements	-		400	100	-	-
Tuggeranong Arts Centre Improvements (Design)	-		200	-	-	-
AIMS Replacement	-		3,000	-	-	-
2011-12 Budget Technical Adjustments						
Capital Upgrades Indexation	-		-	-	-	7
Rollover - Watson Arts Centre - Additional Studios and Residence	(460)		460	-	-	-
Rollover - Public Art Scheme	(2,523)		2,523	-	-	-
Rollover - Strathnairn Homestead - Additional Studios and Land	(20)		20	-	-	-
Rollover - Manuka Arts Centre - Landscape Works	(18)		18	-	-	-
Rollover - Strathnairn Arts Centre Landscaping	(70)		70	-	-	-
Rollover - Extension to the Street Theatre (Design)	(30)		30	-	-	-
Transfer - Heritage Unit to the Sustainable Development Directorate	-		(128)	(131)	(135)	(138)
Transfer - Business and Industry Development to the Economic Development Directorate	-		(600)	(800)	-	-
2011-12 Budget	7,509		10,364	2,492	299	306

2011-12 Capital Works Program

	Estimated Total Cost \$'000	Estimated Expenditure Pre 2011-12 \$'000	2011-12 Financing \$'000	2012-13 Financing \$'000	2013-14 Financing \$'000	Physical Completion Date
New Capital Works						
Tuggeranong Arts Centre Improvements (Design)	200	-	200	-	-	Jun 2012
Glassworks and other Arts Facilities – Fire Systems Improvements	1,400	-	1,200	200	-	Jun 2013
Street Theatre Extension	3,180	-	1,280	1,900	-	Jun 2013
Strathnairn Facility Improvements	500	-	400	100	-	Jun 2013
Total New Capital Works	5,280	-	3,080	2,200	-	
Capital Upgrades						
artsACT	285	-	285	-	-	
Total Capital Upgrades	285	-	285			
Total New Works	5,565	-	3,365	2,200	-	
Works in Progress						
Extension to the Street Theatre (Design)	150	120	30	-	-	Jul 2011
Watson Arts Centre – Additional Studios and Residence	747	287	460	-	-	Aug 2011
Strathnairn Homestead – Additional Studio Space and Landscaping	100	10	90	-	-	Jul 2011
Manuka Arts Centre Landscape Works	300	282	18	-	-	Nov 2010
Public Art Scheme	7,571	4,270	3,301	-	-	Various
Total Works in Progress	8,868	4,969	3,899	-	-	
Total Capital Works Program	14,433	4,969	7,264	2,200	-	

**Chief Minister's Directorate
Operating Statement**

2010-11 Budget \$'000		2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
Income							
Revenue							
57,771	Government Payment for Outputs	59,609	37,471	-37	41,637	32,772	33,246
2,489	User Charges - Non ACT Government	2,889	0	-100	0	0	0
76	User Charges - ACT Government	526	450	-14	450	450	450
50	Other Revenue	357	0	-100	0	0	0
777	Resources Received Free of Charge	777	386	-50	396	406	406
61,163	Total Revenue	64,158	38,307	-40	42,483	33,628	34,102
Gains							
0	Total Gains	0	0	-	0	0	0
61,163	Total Income	64,158	38,307	-40	42,483	33,628	34,102
Expenses							
18,868	Employee Expenses	19,866	13,474	-32	13,281	12,628	12,783
2,727	Superannuation Expenses	3,566	2,620	-27	2,587	2,437	2,379
27,006	Supplies and Services	28,903	14,351	-50	18,611	10,362	10,544
1,021	Depreciation and Amortisation	1,426	1,210	-15	1,877	1,957	1,957
44	Borrowing Costs	44	25	-43	25	25	26
11,807	Grants and Purchased Services	11,878	7,653	-36	7,732	7,918	8,103
921	Other Expenses	777	388	-50	397	408	417
62,394	Total Ordinary Expenses	66,460	39,721	-40	44,510	35,735	36,209
-1,231	Operating Result	-2,302	-1,414	39	-2,027	-2,107	-2,107
-1,231	Total Comprehensive Income	-2,302	-1,414	39	-2,027	-2,107	-2,107

**Chief Minister's Directorate
Balance Sheet**

Budget as at 30/6/11 \$'000		Est.Outcome as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000	Var %	Planned as at 30/6/13 \$'000	Planned as at 30/6/14 \$'000	Planned as at 30/6/15 \$'000
Current Assets							
5,059	Cash and Cash Equivalents	2,269	2,231	-2	2,203	2,253	2,303
15,755	Receivables	1,635	1,102	-33	1,114	1,113	1,147
57	Inventories	59	0	-100	0	0	0
0	Capital Work in Progress	522	0	-100	0	0	0
0	Assets Held for Sale	3	0	-100	0	0	0
1,034	Other	1,758	738	-58	738	738	738
21,905	Total Current Assets	6,246	4,071	-35	4,055	4,104	4,188
Non Current Assets							
400	Investments	400	0	-100	0	0	0
63,991	Property, Plant and Equipment	62,138	63,337	2	64,482	63,865	63,228
904	Intangibles	904	3,470	284	2,786	2,102	1,418
1,738	Capital Works in Progress	1,688	350	-79	350	350	350
67,033	Total Non Current Assets	65,130	67,157	3	67,618	66,317	64,996
88,938	TOTAL ASSETS	71,376	71,228	..	71,673	70,421	69,184
Current Liabilities							
4,264	Payables	2,762	1,021	-63	895	846	797
251	Finance Leases	215	183	-15	166	183	200
5,420	Employee Benefits	6,009	4,606	-23	4,667	5,192	5,711
1,163	Other	1,527	815	-47	815	815	815
11,098	Total Current Liabilities	10,513	6,625	-37	6,543	7,036	7,523
Non Current Liabilities							
145	Finance Leases	145	92	-37	81	88	95
724	Employee Benefits	795	526	-34	599	655	725
869	Total Non Current Liabilities	940	618	-34	680	743	820
11,967	TOTAL LIABILITIES	11,453	7,243	-37	7,223	7,779	8,343
76,971	NET ASSETS	59,923	63,985	7	64,450	62,642	60,841
REPRESENTED BY FUNDS EMPLOYED							
56,630	Accumulated Funds	41,599	48,213	16	48,678	46,870	45,069
20,341	Reserves	18,324	15,772	-14	15,772	15,772	15,772
76,971	TOTAL FUNDS EMPLOYED	59,923	63,985	7	64,450	62,642	60,841

**Chief Minister's Directorate
Cash Flow Statement**

2010-11 Budget \$'000		2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
57,771	Cash from Government for Outputs	59,609	37,471	-37	41,637	32,772	33,246
2,565	User Charges	3,415	450	-87	450	450	450
5,461	Other Revenue	5,768	5,256	-9	5,256	5,256	5,256
65,797	Operating Receipts	68,792	43,177	-37	47,343	38,478	38,952
Payments							
18,376	Related to Employees	19,534	13,030	-33	12,877	12,231	12,384
2,727	Related to Superannuation	3,566	2,620	-27	2,587	2,437	2,379
27,703	Related to Supplies and Services	29,529	15,971	-46	19,241	10,992	11,184
44	Borrowing Costs	44	26	-41	25	26	27
11,806	Grants and Purchased Services	11,877	7,652	-36	7,731	7,917	8,102
5,025	Other	4,881	4,726	-3	4,726	4,726	4,726
65,681	Operating Payments	69,431	44,025	-37	47,187	38,329	38,802
116	NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	-639	-848	-33	156	149	150
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
7,584	Purchase of Property, Plant and Equipment and Capital Works	6,650	9,355	41	2,476	276	283
450	Purchase of Land and Intangibles	450	0	-100	0	0	0
400	Purchase of Investments	400	0	-100	0	0	0
8,434	Investing Payments	7,500	9,355	25	2,476	276	283
-8,434	NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES	-7,500	-9,355	-25	-2,476	-276	-283
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
8,443	Capital Injection from Government	7,509	10,364	38	2,492	299	306
8,443	Financing Receipts	7,509	10,364	38	2,492	299	306
Payments							
160	Repayment of Finance Lease	160	199	24	200	122	123
160	Financing Payments	160	199	24	200	122	123
8,283	NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES	7,349	10,165	38	2,292	177	183
-35	NET INCREASE/ (DECREASE) IN CASH HELD	-790	-38	95	-28	50	50
5,094	CASH AT BEGINNING OF REPORTING PERIOD	3,059	2,269	-26	2,231	2,203	2,253
5,059	CASH AT THE END OF THE REPORTING PERIOD	2,269	2,231	-2	2,203	2,253	2,303

**Chief Minister's Directorate
Statement of Changes in Equity**

Budget as at 30/6/11 \$'000		Est.Outcome as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000	Var	Planned as at 30/6/13 \$'000	Planned as at 30/6/14 \$'000	Planned as at 30/6/15 \$'000
				%			
	Opening Equity						
36,552	Opening Accumulated Funds	37,192	41,599	12	48,213	48,678	46,870
20,341	Opening Asset Revaluation Reserve	18,324	18,324	-	15,772	15,772	15,772
56,893	Balance at the Start of the Reporting Period	55,516	59,923	8	63,985	64,450	62,642
	Comprehensive Income						
-1,231	Operating Result for the Period	-2,302	-1,414	39	-2,027	-2,107	-2,107
-1,231	Total Comprehensive Income	-2,302	-1,414	39	-2,027	-2,107	-2,107
0	Transfer to/from Accumulated Funds	0	2,552	#	0	0	0
0	Movement in Asset Revaluation Reserves	0	-2,552	#	0	0	0
0	Total Movement In Reserves	0	0	-	0	0	0
	Transactions Involving Owners Affecting Accumulated Funds						
8,443	Capital Injections	7,509	10,364	38	2,492	299	306
12,866	Inc/Dec in Net Assets due to Admin Restructure	-800	-4,888	-511	0	0	0
21,309	Total Transactions Involving Owners Affecting Accumulated Funds	6,709	5,476	-18	2,492	299	306
	Closing Equity						
56,630	Closing Accumulated Funds	41,599	48,213	16	48,678	46,870	45,069
20,341	Closing Asset Revaluation Reserve	18,324	15,772	-14	15,772	15,772	15,772
76,971	Balance at the End of the Reporting Period	59,923	63,985	7	64,450	62,642	60,841

Notes to the Budget Statements

Significant variations are as follows:

Operating Statement

- government payment for outputs:
 - the increase of \$1.838 million in the 2010-11 estimated outcome from the original budget is due to the rollover of appropriations from 2009-10 (\$1.245 million), funding provided by Treasurer's Advance (\$0.350 million) and the transfer of the Heritage Unit (\$1.438 million) and Events (\$0.195 million) from the Department of Territory and Municipal Services (TAMS), partially offset by the rollover of 2010-11 funding to 2011-12 (\$1.390 million); and
 - the decrease of \$22.138 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of the Heritage Unit to the Sustainable Development Directorate (SDD) (\$1.403 million), the transfer of the Special Events Unit, Live in Canberra, Australian Capital Tourism (Tourism) and Business and Industry Development (BID) to the Economic Development Directorate (EDD)

(\$23.899 million), the savings initiative (\$0.574 million), efficiency dividends introduced in the 2010-11 Budget (\$0.507 million), and removal of the one-off impact of Treasurer's Advance funding provided in 2010-11 (\$0.350 million) and rollovers from 2009-10 to 2010-11 (\$1.245 million). This is partially offset by funding for new initiatives and the Seamless National Economy (\$3.4 million in total), re-profiling of superannuation expenses (\$0.636 million), and the impact of the rollover of funding of initiatives from 2010-11 to 2011-12 (\$2.780 million).

- user charges - non ACT Government:
 - the increase of \$0.4 million in the 2010-11 estimated outcome from the original budget reflects anticipated tourism related revenue for the Autumn Event; and
 - the decrease of \$2.889 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of the Special Events Unit, Tourism and BID to the EDD (\$2.791 million).
- user charges - ACT Government:
 - the increase of \$0.450 million in the 2010-11 estimated outcome from the original budget reflects a change in accounting treatment to recognise revenue recovered from other government entities for delivering the Graduate Administrative Assistant's (GAA's) Program; and
 - the decrease of \$0.076 million in the 2011-12 Budget from the 2010-11 estimated outcome is mainly due to the transfer of the Special Events Unit to the EDD (\$0.088 million).
- other revenue:
 - the increase of \$0.307 million in the 2010-11 estimated outcome from the original budget is due to new initiatives associated with the Seamless National Economy; and
 - the decrease of \$0.357 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to removal of the one-off impact of the Seamless National Economy initiative (\$0.307 million) and the transfer of Live in Canberra to the EDD (\$0.050 million).
- resources received free of charge: the decrease of \$0.391 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of BID to the EDD (\$0.4 million).
- employee expenses:
 - the increase of \$0.998 million in the 2010-11 estimated outcome from the original budget is due mainly to the transfer of the Heritage Unit (\$0.889 million) and Events (\$0.087 million) from TAMS; and
 - the decrease of \$6.392 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfers of the Heritage Unit to SDD (\$0.902 million) and the Special Events Unit, Live in Canberra, Tourism and BID to the EDD (\$6.660 million), and the partial impact of the savings initiative (\$0.359 million), partially offset by the impact of staffing for new initiatives (\$1.160 million) and revised wage parameters (\$0.106 million).

- superannuation expenses:
 - the increase of \$0.839 million in the 2010-11 estimated outcome from the original budget is due mainly to re-profiling superannuation expenses to more correctly reflect the superannuation contributions made by the Department on behalf of employees (\$0.694 million) and the transfer of the Heritage Unit from TAMS (\$0.130 million); and
 - the decrease of \$0.946 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfers of the Heritage Unit to SDD (\$0.131 million) and the Special Events Unit, Live in Canberra, Tourism and BID to the EDD (\$0.948 million) and the re-profiling of superannuation expenses noted above (\$0.058 million), partially offset by the impact of staffing for new initiatives (\$0.164 million).
- supplies and services:
 - the increase of \$1.897 million in the 2010-11 estimated outcome from the original budget is due mainly to the transfer of the Heritage Unit (\$0.439 million) and Events (\$0.096 million) from TAMS, new Seamless National Economy initiatives (\$0.137 million), rollovers from 2009-10 (\$0.933 million), the grossing up of expenses incurred in delivering the GAA's Program (\$0.450 million) and tourism related expenditure incurred in the delivery of the Autumn Event and associated domestic marketing (\$0.4 million), and a reallocation from other expenses to more correctly reflect the nature of the impacted expense (\$0.140 million). This is partially offset by the rollover of funding of initiatives from 2010-11 to 2011-12 (\$0.799 million); and
 - the decrease of \$14.552 million in the 2011-12 Budget from the 2010-11 estimated outcome is mainly due to the transfers of the Heritage Unit to the SDD (\$0.389 million) and the Special Events Unit, Live in Canberra, Tourism and BID to the EDD (\$14.662 million), removal of the impact of rollovers from 2009-10 to 2010-11 (\$0.933 million), savings initiative (\$0.215 million), efficiency dividends introduced in the 2010-11 Budget (\$0.507 million), and the cessation of initiatives funded in prior budgets (\$1.156 million). This is partially offset by the impact of new initiatives (\$1.769 million), rollovers from 2010-11 to 2011-12 (\$1.598 million) and revised indexation parameters (\$0.096 million).
- depreciation and amortisation:
 - the increase of \$0.405 million in the 2010-11 estimated outcome from the original budget is mainly due to a revision of the depreciation rates and useful life of assets as part of the 2009-10 financial statement audit; and
 - the decrease of \$0.216 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of the Special Events Unit, Tourism and BID to the EDD (\$0.284 million), partially offset by the higher depreciation resulting from the forecast completion of projects during 2011-12 (\$0.075 million).
- borrowing costs: the decrease of \$0.019 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of Tourism and BID, to EDD (\$0.014 million).

- grants and purchased services: the decrease of \$4.225 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of the Special Events Unit, Live in Canberra, Tourism and BID to the EDD (\$4.567 million) and removal of the one-off impact of Treasurer's Advance funding provided in 2010-11 (\$0.350 million) and rollovers from 2009-10 to 2010-11 (\$0.312 million), partially offset by the impact rollovers from 2010-11 to 2011-12 (\$1.182 million).
- other expenses:
 - the decrease of \$0.144 million in the 2010-11 estimated outcome from the original budget is due mainly to a reallocation to supplies and services to more correctly reflect the nature of the impacted expense (\$0.140 million); and
 - the decrease of \$0.389 million in the 2011-12 Budget from the 2010-11 estimated outcome is mainly due to the transfer of the BID to the EDD (\$0.4 million).

Balance Sheet

- cash and cash equivalents: the decrease of \$2.790 million in the 2010-11 estimated outcome from the original budget is due primarily due to a return to a more usual cash balance following a one-off increase included in the original budget, and a forecast decrease in cash and cash equivalents associated with the re-profiling of superannuation expenses and revised wage parameters mentioned above.
- receivables:
 - the decrease of \$14.120 million in the 2010-11 estimated outcome from the original budget is due mainly to a revision of Australian Capital Tourism receivables as part of the 2009-10 financial statement audit; and
 - the decrease of \$0.533 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Tourism to the EDD.
- inventories: the decrease of \$0.059 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Tourism to the EDD.
- current and non current capital works in progress:
 - the increase of \$0.472 million in the 2010-11 estimated outcome from the original budget is due to rollover of funding of initiatives from 2009-10 to 2010-11; and
 - the decrease of \$1.860 million in the 2011-12 Budget from the 2010-11 estimated outcome reflects the scheduled completion of existing capital works projects (\$1.588 million) and a reversal of the one-off impact of rollovers from 2009-10 to 2010-11 (\$0.472 million), partially offset by the impact of new funding initiatives (\$0.2 million).
- other current assets:
 - the increase of \$0.724 million in the 2011-12 Budget from the 2010-11 estimated outcome is mainly due to prepaid expenses relating to Floriade; and
 - the decrease of \$1.020 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Tourism to the EDD.

- investments: the decrease of \$0.4 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of BID investments held in the ACT Film Investment Fund to the EDD.
- property, plant and equipment:
 - the decrease of \$1.853 million in the 2010-11 estimated outcome from the original budget is due to the impact of asset revaluations undertaken as part of the 2009-10 financial statement audit (\$0.809 million) and the impact of rollovers from 2009-10 to 2010-11 (\$3.587 million), partially offset by the transfer of the Heritage Unit from TAMS (\$1.302 million) and rollovers from 2009-10 to 2010-11 (\$1.241 million); and
 - the increase of \$1.199 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to a reversal of the one-off impact of rollovers from 2009-10 to 2010-11 (\$3.607 million), the impact of new initiatives (\$2.880 million) and the scheduled completion of existing capital works projects (\$1.588 million). This is partially offset by transfers of the Heritage Unit to the SDD (\$1.302 million) and the Special Events Unit, Tourism and BID to the EDD (\$5.292 million) and the impact of a revision of the depreciation rates and useful life of assets as part of the 2009-10 financial statement audit (\$0.414 million).
- intangible assets: the increase of \$2.566 million in 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the AIMS Replacement initiative (\$3.1 million), partially offset by the transfer of the Special Events Unit to the EDD (\$0.420 million).
- payables:
 - the decrease of \$1.502 million in the 2010-11 estimated outcome from the original budget relates to a lower forecast of accrued expenditure for 2010-11; and
 - the decrease of \$1.741 million in the 2011-12 Budget from the 2010-11 estimated outcome is due mainly to the transfer of Tourism and BID to the EDD (\$1.605 million).
- current and non current finance leases: the decrease of \$0.085 million in the 2011-12 Budget from the 2010-11 estimated outcome is mainly due to the transfer of Tourism to the EDD (\$0.109 million).
- current and non current employee benefits:
 - the increase of \$0.660 million in the 2010-11 estimated outcome from the original budget reflects an on-cost adjustment to estimated leave liabilities undertaken as part of the 2009-10 financial statement audit (\$0.376 million), and the transfers of the Heritage Unit (\$0.268 million) and Events (\$0.127 million) from TAMS, partially offset by revised wage parameters (\$0.111 million); and
 - the decrease of \$1.672 million in the 2011-12 Budget from the 2010-11 estimated outcome reflects mainly the transfers of the Heritage Unit to the SDD (\$0.290 million) and the Special Events Unit, Live in Canberra, Tourism and BID to the EDD (\$1.751 million), partially offset by revised wage parameters (\$0.074 million) and estimated employee benefit end of year accruals (\$0.273 million).

- other current liabilities:
 - the increase of \$0.364 million in the 2010-11 estimated outcome from the original budget is due to revenue received in advance relating to Floriade; and
 - the decrease of \$0.712 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Tourism and BID to the EDD.
- reserves:
 - the decrease of \$2.017 million in the 2010-11 estimated outcome from the original budget is due to the impact of asset revaluations undertaken as part of the 2009-10 financial statement audit; and
 - the decrease of \$2.552 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Tourism to the EDD.

Cash Flow Statement

Variances in the statement are explained in the notes above.

Statement of Changes in Equity

Variances in the statement are explained in the notes above.

Chief Minister's Directorate
Statement of Income and Expenses on Behalf of the Territory

2010-11 Budget \$'000	2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
Income						
Revenue						
0	585	0	-100	0	0	0
	Payment for Expenses on behalf of Territory					
0	585	0	-100	0	0	0
Total Revenue						
Gains						
0	0	0	-	0	0	0
Total Gains						
0	585	0	-100	0	0	0
Total Income						
Expenses						
0	585	0	-100	0	0	0
	Grants and Purchased Services					
0	585	0	-100	0	0	0
Total Ordinary Expenses						
0	0	0	-	0	0	0
Operating Result						

Chief Minister's Directorate
Statement of Assets and Liabilities on Behalf of the Territory

Budget as at 30/6/11 \$'000		Est.Outcome as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000	Var %	Planned as at 30/6/13 \$'000	Planned as at 30/6/14 \$'000	Planned as at 30/6/15 \$'000
	Non Current Assets						
2,857	Investments	2,352	0	-100	0	0	0
2,857	Total Non Current Assets	2,352	0	-100	0	0	0
2,857	TOTAL ASSETS	2,352	0	-100	0	0	0
2,857	NET ASSETS	2,352	0	-100	0	0	0
	REPRESENTED BY FUNDS EMPLOYED						
2,857	Accumulated Funds	2,352	0	-100	0	0	0
2,857	TOTAL FUNDS EMPLOYED	2,352	0	-100	0	0	0

Chief Minister's Directorate
Budgeted Statement of Cash Flows on Behalf of the Territory

2010-11 Budget \$'000	2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
0	Cash from Government for EBT 585	0	-100	0	0	0
0	Operating Receipts	585	-100	0	0	0
Payments						
0	Grants and Purchased Services 585	0	-100	0	0	0
0	Operating Payments	585	-100	0	0	0
0	NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	0	-	0	0	0
0	NET INCREASE/ (DECREASE) IN CASH HELD	0	-	0	0	0
0	CASH AT BEGINNING OF REPORTING PERIOD	0	-	0	0	0
0	CASH AT THE END OF THE REPORTING PERIOD	0	-	0	0	0

Chief Minister's Directorate
Statement of Changes in Equity on Behalf of the Territory

Budget as at 30/6/11 \$'000		Est.Outcome as at 30/6/11 \$'000	Planned as at 30/6/12 \$'000	Var %	Planned as at 30/6/13 \$'000	Planned as at 30/6/14 \$'000	Planned as at 30/6/15 \$'000
	Opening Equity						
2,857	Opening Accumulated Funds	2,352	2,352	-	0	0	0
2,857	Balance at the Start of the Reporting Period	2,352	2,352	-	0	0	0
	Comprehensive Income						
0	Operating Result for the Period	0	0	-	0	0	0
0	Inc/Dec in Net Assets due to Admin Restructure	0	-2,352	#	0	0	0
0	Total Transactions Involving Owners Affecting Accumulated Funds	0	-2,352	#	0	0	0
	Closing Equity						
2,857	Closing Accumulated Funds	2,352	0	-100	0	0	0
2,857	Balance at the End of the Reporting Period	2,352	0	-100	0	0	0

Notes to the Budget Statements

Significant variations are as follows:

Statement of Income and Expenses on Behalf of the Territory

- payment for expenses on behalf of the Territory:
 - the increase of \$0.585 million in the 2010-11 estimated outcome from the original budget is due to the transfer of Heritage from TAMS, effective 1 July 2010; and
 - the decrease of \$0.585 million in the 2011-12 Budget from the 2010-11 estimated outcome reflects the transfer of the Heritage Unit to the Sustainable Development Directorate (SDD), effective from 1 July 2011.

Statement of Assets and Liabilities on Behalf of the Territory

- non current assets:
 - the decrease of \$0.505 million in the 2010-11 estimated outcome from the original budget is due to the flow-on effect of the 2009-10 audited outcome, reflecting a revaluation of the value of investment held in the Canberra Business Development Fund (CBDF); and
 - the decrease of \$2.352 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of the value of investment held in the CBDF to the Economic Development Directorate, effective from 1 July 2011.

Budgeted Statement of Cash flows on Behalf of the Territory

Variations in this statement are explained in the notes above.

Government Strategy Operating Statement

2010-11 Budget \$'000		2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
Income							
Revenue							
32,646	Government Payment for Outputs	34,781	37,471	8	41,637	32,772	33,246
495	User Charges - Non ACT Government	495	0	-100	0	0	0
76	User Charges - ACT Government	526	450	-14	450	450	450
50	Other Revenue	207	0	-100	0	0	0
377	Resources Received Free of Charge	377	386	2	396	406	406
33,644	Total Revenue	36,386	38,307	5	42,483	33,628	34,102
Gains							
0	Total Gains	0	0	-	0	0	0
33,644	Total Income	36,386	38,307	5	42,483	33,628	34,102
Expenses							
13,024	Employee Expenses	13,986	13,474	-4	13,281	12,628	12,783
1,915	Superannuation Expenses	2,731	2,620	-4	2,587	2,437	2,379
10,767	Supplies and Services	12,187	14,351	18	18,611	10,362	10,544
791	Depreciation and Amortisation	1,196	1,210	1	1,877	1,957	1,957
25	Borrowing Costs	25	25	-	25	25	26
7,420	Grants and Purchased Services	7,788	7,653	-2	7,732	7,918	8,103
521	Other Expenses	377	388	3	397	408	417
34,463	Total Ordinary Expenses	38,290	39,721	4	44,510	35,735	36,209
-819	Operating Result	-1,904	-1,414	26	-2,027	-2,107	-2,107

Business and Industry Development Operating Statement

2010-11 Budget \$'000		2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
Income							
Revenue							
9,228	Government Payment for Outputs	8,931	0	-100	0	0	0
84	User Charges - Non ACT Government	84	0	-100	0	0	0
0	Other Revenue	150	0	-100	0	0	0
400	Resources Received Free of Charge	400	0	-100	0	0	0
9,712	Total Revenue	9,565	0	-100	0	0	0
Gains							
0	Total Gains	0	0	-	0	0	0
9,712	Total Income	9,565	0	-100	0	0	0
Expenses							
2,024	Employee Expenses	2,038	0	-100	0	0	0
255	Superannuation Expenses	340	0	-100	0	0	0
4,589	Supplies and Services	4,709	0	-100	0	0	0
4	Depreciation and Amortisation	4	0	-100	0	0	0
1	Borrowing Costs	1	0	-100	0	0	0
2,601	Grants and Purchased Services	2,304	0	-100	0	0	0
400	Other Expenses	400	0	-100	0	0	0
9,874	Total Ordinary Expenses	9,796	0	-100	0	0	0
-162	Operating Result	-231	0	-100	0	0	0

Tourism Operating Statement

2010-11 Budget \$'000		2010-11 Est.Outcome \$'000	2011-12 Budget \$'000	Var %	2012-13 Estimate \$'000	2013-14 Estimate \$'000	2014-15 Estimate \$'000
Income							
Revenue							
15,897	Government Payment for Outputs	15,897	0	-100	0	0	0
1,910	User Charges - Non ACT Government	2,310	0	-100	0	0	0
17,807	Total Revenue	18,207	0	-100	0	0	0
Gains							
0	Total Gains	0	0	-	0	0	0
17,807	Total Income	18,207	0	-100	0	0	0
Expenses							
3,820	Employee Expenses	3,842	0	-100	0	0	0
557	Superannuation Expenses	495	0	-100	0	0	0
11,650	Supplies and Services	12,007	0	-100	0	0	0
226	Depreciation and Amortisation	226	0	-100	0	0	0
18	Borrowing Costs	18	0	-100	0	0	0
1,786	Grants and Purchased Services	1,786	0	-100	0	0	0
18,057	Total Ordinary Expenses	18,374	0	-100	0	0	0
-250	Operating Result	-167	0	-100	0	0	0

Notes to the Output Class Statements

Significant variations are as follows:

Government Strategy Total Expenses

- the increase of \$3.827 million in the 2010-11 estimated outcome from the original budget is mainly due to the rollover of appropriations from 2009-10 (\$1.1 million), funding provided by Treasurer's Advance (\$0.350 million), the transfer of the Heritage Unit (\$1.459 million) and Events (\$0.195 million) from TAMS, a new Seamless National Economy initiative (\$0.157 million), the grossing up of expenses incurred in delivering the GAA's Program (\$0.450 million), and the re-profiling of superannuation expenses (\$0.671 million), partially offset by the rollover of 2010-11 funding to 2011-12 (\$0.935 million); and
- the increase of \$1.431 million in the 2011-12 Budget from the 2010-11 estimated outcome is mainly due to funding for new initiatives and Seamless National Economy (\$3.3 million) and rollovers from 2010-11 to 2011-12 (\$1.870 million), partially offset by the transfer of the Special Events Unit (\$2.315 million) and Live in Canberra (\$0.256 million) to the EDD, savings initiative (\$0.574 million), efficiency dividends introduced in the 2010-11 Budget (\$0.376 million), and removal of the one-off impact of Treasurer's Advance funding provided in 2010-11 (\$0.350 million).

Business and Industry Development Total Expenses

- the decrease of \$9.796 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Business and Industry Development to the EDD.

Tourism Total Expenses

- the decrease of \$18.374 million in the 2011-12 Budget from the 2010-11 estimated outcome is due to the transfer of Australian Capital Tourism to the EDD.