

SHARED SERVICES CENTRE

Purpose

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 agencies.

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

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

2012-13 Priorities

Strategic and operational issues to be pursued in 2012-13 include:

- enhancing the Territory's ICT data management capability, by developing cloud strategies and server virtualisation policies; and approaching the market for a modern, energy efficient and highly scalable data centre facility to meet current and future data storage requirements;
- implementing process improvements arising from the 2011-12 review of finance and human resource business processes to achieve efficiencies;
- continuing the lifecycle management of the ACT Government's fibre network to ensure ongoing reliability and responsiveness of ICT services;
- introducing a local industry procurement policy aimed at encouraging local content and involvement in the delivery of Goods and Services;
- implementing identity and access management systems to improve timeliness of access for new staff to government systems and improve system efficiency and administration;
- enhancing Injury Management Services to improve options for staff re-entering the workforce after lengthy and/or significant injury, including targeted case management programs and development of incremental return to work programs;
- delivering increased mobile device capability to support increased workforce productivity, through the implementation of technology that enables secure access to government information utilising mobile devices;
- continuing awareness and education programs related to the development of procurements projects that offer opportunities for social procurements;
- enhancing service delivery across Shared Services through the implementation of 'single point of contact' relationship managers; and
- progressing trials of fleet management arrangements for Directorates, including the introduction of electronic log books into government-plated fleet vehicles, where appropriate.

Business and Corporate Strategies

Shared Services will undertake a range of business and corporate strategies to achieve its goals and priorities in 2012-13 that include:

- continued refinement of Shared Services' activities to improve value for money to government, through benchmarking, use of performance measures and through analysis of further business opportunities;
- improving communications both internally and externally to create synergies and to enable organisational learning;
- building capabilities through partnering with industry where practical and through participation in inter-jurisdictional initiatives;
- continuing to develop options to meet the needs of future Government requirements in Human Resources systems, e-business and data storage; and
- operating as a customer service orientated entity subject to the requirements of government policy and legislation.

Estimated Employment Level

2010-11 Actual Outcome		2011-12 Budget	2011-12 Est. Outcome	2012-13 Budget
887	Staffing (FTE) ¹	980	959	987

Note:

1. The decrease in permanent staff in the 2011-12 estimated outcome from the original budget is mainly due to difficulties in filling ICT positions permanently, partially offset by increased capital works project managers. The increase in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to increased service relationship support staff for ICT and Procurement, increased graduates across Shared Services and permanently filling positions in ICT currently filled by contractors, offset partially by decreased staff in Shared Services due to expected business process improvements and savings initiatives.

Output Classes

	Total Cost ¹		Government Payment for Outputs	
	2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	2011-12 Est. Outcome \$'000	2012-13 Budget \$'000
	Output Class 1			
Shared Services ICT	131,664	130,921	4,457	6,576
Output 1.1: Shared Services ICT	131,664	130,921	4,457	6,576

Note:

1. Total cost includes depreciation and amortisation of \$15.676 million in 2011-12 and \$17.276 million in 2012-13.

Output Description

Shared Services ICT provides a complete range of ICT services to the Government, including infrastructure, applications support and development, ICT policy and ICT project services.

Shared Services ICT will provide:

- services to government agencies as outlined in Shared Services ICT catalogue of services and affirmed through various service level and support agreements;
- management of the government data and communications network;

Output Classes cont.

- assistance to agencies on ICT security;
- management of the whole of government communications network;
- business systems support; and
- general service and help desk functions.

	Total Cost ¹		Government Payment for Outputs	
	2011-12	2012-13	2011-12	2012-13
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output Class 2				
Shared Services Procurement	19,111	21,368	1,602	1,653
Output 2.1: Shared Services Procurement	19,111	21,368	1,602	1,653

Note:

1. Total cost includes depreciation and amortisation of \$0.665 million in 2011-12 and \$0.724 million in 2012-13.

Output Description

Shared Services Procurement undertakes procurement activities on behalf of government directorates and agencies for infrastructure, capital works, goods and services. It administers a range of pre-qualification schemes, establishes and manages whole of government contracts, and provides secretariat support to the Government Procurement Board.

Shared Services Procurement 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
- secretariat support to the Government Procurement Board.

	Total Cost ¹		Government Payment for Outputs	
	2011-12	2012-13	2011-12	2012-13
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
Output Class 3				
Shared Services Human Resources	27,310	29,105	1,495	3,406
Output 3.1: Shared Services Human Resources	27,310	29,105	1,495	3,406

Note:

1. Total cost includes depreciation and amortisation of \$1.016 million in 2011-12 and \$0.778 million in 2012-13.

Output Classes cont.

Output Description

Shared Services Human Resources provides tactical and transactional human resource services to directorates and agencies as well as records management services.

Shared Services Human Resources 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;
- coordination and facilitation of ACT Public Service wide training and development;
- statutory and human resources management reporting;
- organisational position and data management;
- a full range of record management, mail room and courier activities to the majority of government directorates; and
- the broad range of functions listed in the *Territory Records Act 2002* through the operations of the Territory Records Office.

	Total Cost ¹		Government Payment for Outputs	
	2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	2011-12 Est. Outcome \$'000	2012-13 Budget \$'000
Output Class 4				
Shared Services Finance	15,830	15,038	528	538
Output 4.1: Shared Service Finance	15,830	15,038	528	538

Note:

1. Total cost includes depreciation and amortisation of \$0.322 million in 2011-12 and \$0.273 million in 2012-13.

Output Description

Shared Services Finance provides tactical and transactional finance services to directorates and agencies as well as publishing services.

Shared Services Finance will provide:

- accounts payable and some accounts receivable functions;
- general ledgers;
- a fixed assets register;
- the development and maintenance of the Oracle E-Business Suite;
- cash flow management and bank reconciliations;
- tax payments, including returns and advice;

Output Classes cont.

- financial reporting services; and
- in-house print and electronic publishing.

Accountability Indicators

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
Output Class 1: Shared Services ICT			
Output 1.1: Shared Services ICT			
a. Costs compared to peer organisations' costs, as benchmarked by an independent organisation	Within 5%	Within 5%	Within 5%
b. Email availability across government during core business hours	99%	99%	99%
c. Service requests made via the Service Desk are resolved within Service Level Agreements timeframes	85%	95%	90%
d. Average time taken for telephone service requests to be answered by a Service Desk officer	20 seconds	20 seconds	20 seconds
f. Number of successful attacks on internally hosted ACT Government web sites	0	0	0
	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
Output Class 2: Shared Services Procurement			
Output 2.1: Shared Services Procurement			
a. Proportion of Government funded annual capital works program supported with project procurement services ¹	90%	90%	90%
b. Quality Management Systems Compliance with ISO9001:2008-number of Category 1 non-conformance findings ²	<2	<2	n/a
c. Proportion of tenders available to potential tenderers in electronic format ³	n/a	n/a	>50%

Notes:

1. This excludes capital works associated with land development, housing, capital upgrades, capital ICT works, capital grants and Property, Plant and Equipment due to the nature of these specific capital works activities. Whilst individual projects may be completed during the year, the total proportion is measured annually.
2. Existing indicator discontinued.
3. New Measure.

Accountability Indicators cont.

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
Output Class 3: Shared Services Human Resources			
Output 3.1: Shared Services Human Resources			
a. Service requests made via the Integrated Customer Service system resolved within 5 working days	90%	90%	90%
b. Data for Annual Reports and the Workforce Profile are supplied to the Chief Minister and Cabinet Directorate in accordance with the agreed timeframe	100%	100%	100%
c. Performance Standards in Recruitment Services for permanent and temporary vacancies service specifications achieved ¹	95%	95%	95%

Note:

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

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
Output Class 4: Shared Services Finance			
Output 4.1: Shared Services Finance			
a. Business Activity Statements completed in accordance with ATO deadline	95%	95%	95%
b. Fringe Benefits Tax Return submitted to the ATO in accordance with ATO deadline	95%	95%	95%
c. Monthly financial information available for use by agencies by 6 th working day of the month	95%	95%	95%
d. Annual financial statements completed and sent to agencies by 9 th working day of July	95%	95%	95%
e. Average time (i.e. working days) taken to enter accounts payable invoices into Oracle following receipt at Shared Services Finance from agencies	2	2	2

Changes to Appropriation

Changes to Appropriation - Controlled

	2011-12	2012-13	2013-14	2014-15	2015-16
Government Payment for Outputs	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2011-12 Budget	9,546	9,184	8,264	7,589	7,589
2012-13 Budget Policy Adjustments					
Data Storage Infrastructure	-	925	4,958	7,071	5,858
Upgrade / Replacement of ACT Government HRIMS (Feasibility)	-	1,052	-	-	-
Existing Data Centre Upgrade	-	-	20	20	20
2012-13 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	131
Transfer – SLA Function from TAMS	-	362	372	377	382
Rollover – ACTPS Workers' Compensation and Work Safety Improvement Plan	(814)	-	814	-	-
Rollover – Data Centre Infrastructure	(650)	650	-	-	-
Cessation – Whole of Government Desktop Upgrade Initiative	-	-	(829)	(1,686)	(1,721)
2012-13 Budget	8,082	12,173	13,599	13,371	12,259

Changes to Appropriation - Controlled

	2011-12	2012-13	2013-14	2014-15	2015-16
Capital Injections	Est. Out.	Budget	Estimate	Estimate	Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
2011-12 Budget	5,570	1,000	1,000	1,000	1,000
FMA Section 16B Rollover from 2010-11					
Safeguarding Government Business: Reducing the Risk of Communications Blackouts	116	-	-	-	-
2012-13 Budget Policy Adjustments					
Data Storage Infrastructure	-	296	3,770	1,000	-
Whole of Government Digital Network	-	2,407	-	-	-
Existing Data Centre Upgrade	-	610	-	-	-
Whole of Government Identity and Access Management	-	1,000	900	-	-
Extension of Mobile Device Capabilities	-	603	-	-	-
2012-13 Budget Technical Adjustments					
Rollover – Service Monitoring and Reporting	(2,200)	2,200	-	-	-
Rollover – Data Centre Infrastructure	(2,370)	500	-	-	-
2012-13 Budget	1,116	8,616	5,670	2,000	1,000

Shared Services Centre Operating Statement

2011-12 Budget \$'000		2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	Var %	2013-14 Estimate \$'000	2014-15 Estimate \$'000	2015-16 Estimate \$'000
Income							
Revenue							
9,546	Government Payment for Outputs	8,082	12,173	51	13,599	13,371	12,259
220	User Charges - Non ACT Government	220	211	-4	215	219	223
171,794	User Charges - ACT Government	182,162	174,430	-4	178,270	181,519	184,835
1,249	Other Revenue	1,249	1,557	25	1,582	1,608	1,634
0	Resources Received Free of Charge	330	339	3	348	357	366
182,809	Total Revenue	192,043	188,710	-2	194,014	197,074	199,317
182,809	Total Income	192,043	188,710	-2	194,014	197,074	199,317
Expenses							
82,895	Employee Expenses	76,853	85,950	12	87,062	87,596	88,744
11,848	Superannuation Expenses	11,449	12,963	13	13,131	13,237	13,411
76,348	Supplies and Services	87,917	78,468	-11	82,287	84,654	85,522
17,656	Depreciation and Amortisation	17,679	19,051	8	18,828	19,285	19,171
17	Borrowing Costs	17	0	-100	0	0	0
188,764	Total Ordinary Expenses	193,915	196,432	1	201,308	204,772	206,848
-5,955	Operating Result	-1,872	-7,722	-313	-7,294	-7,698	-7,531
0	Net Effect of Correction of an Error	-1	0	100	0	0	0
0	Inc/Dec in Asset Revaluation Reserve Surpluses	1	0	-100	0	0	0
-5,955	Total Comprehensive Income	-1,872	-7,722	-313	-7,294	-7,698	-7,531

Shared Services Centre Balance Sheet

Budget as at 30/6/12 \$'000		Est. Outcome as at 30/6/12 \$'000	Planned as at 30/6/13 \$'000	Var %	Planned as at 30/6/14 \$'000	Planned as at 30/6/15 \$'000	Planned as at 30/6/16 \$'000
	Current Assets						
25,518	Cash and Cash Equivalents	36,518	25,836	-29	20,069	14,278	8,483
71,485	Receivables	54,930	55,017	..	55,104	55,191	55,278
11	Inventories	0	0	-	0	0	0
281	Assets Held for Sale	61	61	-	61	61	61
2,139	Other Current Assets	2,040	2,110	3	2,180	2,250	2,320
99,434	Total Current Assets	93,549	83,024	-11	77,414	71,780	66,142
	Non Current Assets						
48,649	Property, Plant and Equipment	56,416	62,798	11	63,395	60,716	56,937
3,836	Intangibles	1,635	4,743	190	4,367	3,140	2,127
1,788	Capital Works in Progress	1,238	1,238	-	1,238	1,238	1,238
225	Other Non-Current Assets	84	84	-	84	84	84
54,498	Total Non Current Assets	59,373	68,863	16	69,084	65,178	60,386
153,932	TOTAL ASSETS	152,922	151,887	-1	146,498	136,958	126,528
	Current Liabilities						
62,301	Payables	42,092	42,133	..	42,167	42,201	42,235
438	Finance Leases	441	441	-	441	441	441
24,826	Employee Benefits	26,543	28,523	7	30,538	32,565	34,593
0	Other Provisions	59	59	-	59	59	59
12,626	Other Liabilities	12,635	12,815	1	12,995	13,175	13,355
100,191	Total Current Liabilities	81,770	83,971	3	86,200	88,441	90,683
	Non Current Liabilities						
320	Finance Leases	316	316	-	316	316	316
1,967	Employee Benefits	2,260	2,307	2	2,312	2,313	2,314
0	Other Non-Current Provisions	21	21	-	21	21	21
2,287	Total Non Current Liabilities	2,597	2,644	2	2,649	2,650	2,651
102,478	TOTAL LIABILITIES	84,367	86,615	3	88,849	91,091	93,334
51,454	NET ASSETS	68,555	65,272	-5	57,649	45,867	33,194
	REPRESENTED BY FUNDS EMPLOYED						
47,672	Accumulated Funds	58,262	54,979	-6	47,356	35,574	22,901
3,782	Reserves	10,293	10,293	-	10,293	10,293	10,293
51,454	TOTAL FUNDS EMPLOYED	68,555	65,272	-5	57,649	45,867	33,194

Shared Services Centre Statement of Changes in Equity

Budget as at 30/6/12 \$'000		Est. Outcome as at 30/6/12 \$'000	Planned as at 30/6/13 \$'000	Var %	Planned as at 30/6/14 \$'000	Planned as at 30/6/15 \$'000	Planned as at 30/6/16 \$'000
Opening Equity							
50,030	Opening Accumulated Funds	60,671	58,262	-4	54,979	47,356	35,574
3,782	Opening Asset Revaluation Reserve	10,292	10,293	..	10,293	10,293	10,293
53,812	Balance at the Start of the Reporting Period	70,963	68,555	-3	65,272	57,649	45,867
Comprehensive Income							
0	Net Effect of Correction of an Error	-1	0	100	0	0	0
-5,955	Operating Result for the Period	-1,872	-7,722	-313	-7,294	-7,698	-7,531
0	Inc/Dec in Asset Revaluation Reserve Surpluses	1	0	-100	0	0	0
-5,955	Total Comprehensive Income	-1,872	-7,722	-313	-7,294	-7,698	-7,531
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
5,570	Capital Injections	1,116	8,616	672	5,670	2,000	1,000
-1,652	Capital Distributions to Government	-1,652	-4,177	-153	-5,999	-6,084	-6,142
-321	Inc/Dec in Net Assets due to Admin Restructure	0	0	-	0	0	0
3,597	Total Transactions Involving Owners Affecting Accumulated Funds	-536	4,439	928	-329	-4,084	-5,142
Closing Equity							
47,672	Closing Accumulated Funds	58,262	54,979	-6	47,356	35,574	22,901
3,782	Closing Asset Revaluation Reserve	10,293	10,293	-	10,293	10,293	10,293
51,454	Balance at the End of the Reporting Period	68,555	65,272	-5	57,649	45,867	33,194

Shared Services Centre Cash Flow Statement

2011-12 Budget \$'000		2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	Var %	2013-14 Estimate \$'000	2014-15 Estimate \$'000	2015-16 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
9,546	Cash from Government for Outputs	8,082	12,173	51	13,599	13,371	12,259
172,870	User Charges	183,238	175,513	-4	179,370	182,636	185,954
429,739	Other Receipts	665,455	674,344	1	684,894	695,414	706,392
612,155	Operating Receipts	856,775	862,030	1	877,863	891,421	904,605
Payments							
81,957	Related to Employees	74,014	84,802	15	85,895	86,410	87,539
11,848	Related to Superannuation	11,449	12,963	13	13,131	13,237	13,411
76,834	Related to Supplies and Services	88,073	78,628	-11	82,450	84,819	85,691
17	Borrowing Costs	17	0	-100	0	0	0
428,743	Other	664,459	672,870	1	683,397	693,893	704,847
599,399	Operating Payments	838,012	849,263	1	864,873	878,359	891,488
12,756	NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES	18,763	12,767	-32	12,990	13,062	13,117
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
250	Proceeds from Sale of Property, Plant and Equipment	250	81	-68	83	85	87
250	Investing Receipts	250	81	-68	83	85	87
Payments							
25,155	Purchase of Property, Plant and Equipment and Capital Works	20,701	27,859	35	18,401	14,744	13,744
25,155	Investing Payments	20,701	27,859	35	18,401	14,744	13,744
-24,905	NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES	-20,451	-27,778	-36	-18,318	-14,659	-13,657
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
5,570	Capital Injections from Government	1,116	8,616	672	5,670	2,000	1,000
5,570	Financing Receipts	1,116	8,616	672	5,670	2,000	1,000
Payments							
1,652	Distributions to Government	1,652	4,177	153	5,999	6,084	6,142
110	Repayment of Finance Leases	110	110	-	110	110	113
1,762	Financing Payments	1,762	4,287	143	6,109	6,194	6,255
3,808	NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES	-646	4,329	770	-439	-4,194	-5,255
-8,341	NET INCREASE/(DECREASE) IN CASH HELD	-2,334	-10,682	-358	-5,767	-5,791	-5,795
33,859	CASH AT THE BEGINNING OF REPORTING PERIOD	38,852	36,518	-6	25,836	20,069	14,278
25,518	CASH AT THE END OF REPORTING PERIOD	36,518	25,836	-29	20,069	14,278	8,483

Notes to the Budget Statements

Significant variations are as follows:

Operating Statement

- government payment for outputs:
 - the decrease of \$1.464 million in the 2011-12 estimated outcome from the original budget is mainly due to the rollover of funds for the ACTPS Workers' Compensation and Work Safety Improvement Plan and the Data Storage Infrastructure initiative; and
 - the increase of \$4.091 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to the increase in funding in 2012-13 for the Upgrade/Replacement of ACT Government HRIMS initiative (\$1.052 million), Data Storage and Centre Infrastructure and the Whole of Government Digital Network Components initiatives (\$1.946 million) and the transfer of ICT support staff funding (\$0.362 million) from the Territory and Municipal Services Directorate to Shared Services.
- user charges – ACT Government:
 - the increase of \$10.368 million in the 2011-12 estimated outcome from the original budget is mainly due to an increase in capital works management fees due to a larger capital works program (\$6 million) and an increase in ICT project management revenue due to higher than expected expenditure by agencies on ICT projects (\$3.580 million); and
 - the decrease of \$7.732 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to the elimination of one-off ICT project revenue.
- employee and superannuation expenses:
 - the decrease of \$6.441 million in the 2011-12 estimated outcome from the original budget is mainly due to lower permanent staff levels for Shared Services ICT; and
 - the increase of \$10.611 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to the conversion of ICT contractors to permanent staff and the increased Service Level Agreement (SLA) requirements by agencies.
- supplies and services:
 - the increase of \$11.569 million in the 2011-12 estimated outcome from the original budget is mainly due to increased contractor costs associated with difficulties in filling permanent ICT positions and increased ICT project activity; and
 - the decrease of \$9.449 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to reduced use of ICT contractors.
- depreciation and amortisation: the increase of \$1.372 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to depreciation on the Whole of Government Digital Network Components Replacement initiative.

Balance Sheet

- cash and cash equivalents:
 - the increase of \$11 million in the 2011-12 estimated outcome from the original budget is mainly due to higher revenue associated with capital works management fees; and
 - the decrease of \$10.682 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to funding internal capital initiatives, including the storage area network (SAN) replacement asset (\$3.720 million) from cash reserves and timing associated with billing and receiving payments for capital works.
- receivables: the decrease of \$16.555 million in the 2011-12 estimated outcome from the original budget is mainly due to timing associated with billing and receiving payments for capital works.
- property, plant and equipment:
 - the increase of \$7.767 million in the 2011-12 estimated outcome from the original budget is mainly due to the revaluation of assets in 2010-11 increasing the value of infrastructure assets and leasehold improvements and the timing of asset purchases in 2011-12, particularly relating to completing Shared Services 2011-12 capital works projects, partially offset by the rollover of the Data Storage Infrastructure initiative (\$2.370 million); and
 - the increase of \$6.382 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to the Whole of Government Digital Network Components Replacement initiative (\$2.407 million), the internally funded SAN replacement asset (\$3.720 million) and the net impact of new and completed capital works.
- intangibles:
 - the decrease of \$2.201 million in the 2011-12 estimated outcome from the original budget is due to the rollover of the Service Monitoring and Reporting initiative; and
 - the increase of \$3.108 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to the impact of new capital works offset by the amortisation of the Procurement Business System.
- payables: the decrease of \$20.209 million in 2011-12 estimated outcome from the original budget is due to the timing associated with receiving and paying major supplier invoices for ICT and capital works projects.
- current and non current employee benefits: the increase of \$2.010 million in 2011-12 estimated outcome from the original budget and the increase of \$2.027 million in the 2012-13 Budget from the 2011-12 estimated outcome are mainly due to revised wage parameters and the impact of the discount rate on the long service leave liability.

Statement of Changes in Equity

Variations in the statement are explained in the notes above.

Cash Flow Statement

- capital injection from government:
 - the decrease of \$4.454 million in the 2011-12 estimated outcome from the original budget represents the rollover of funds for the Data Centre Infrastructure (\$2.370 million) and the Service Monitoring and Reporting (\$2.2 million) initiatives; and
 - the increase of \$7.5 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to one-off funding for 2012-13 capital works initiatives, partially offset by completed 2011-12 initiatives.
- distribution to government: the increase of \$2.525 million in the 2012-13 Budget from the 2011-12 estimated outcome is due to the 2012-13 savings initiatives.

Shared Services ICT Operating Statement

2011-12 Budget \$'000		2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	Var %	2013-14 Estimate \$'000	2014-15 Estimate \$'000	2015-16 Estimate \$'000
Income							
Revenue							
5,107	Government Payment for Outputs	4,457	6,576	48	9,001	9,521	8,348
70	User Charges - Non ACT Government	70	70	-	71	72	73
115,512	User Charges - ACT Government	119,341	114,916	-4	117,824	120,127	122,480
250	Other Revenue	250	81	-68	83	85	87
0	Resources Received Free of Charge	38	39	3	40	41	42
120,939	Total Revenue	124,156	121,682	-2	127,019	129,846	131,030
120,939	Total Income	124,156	121,682	-2	127,019	129,846	131,030
Expenses							
42,073	Employee Expenses	35,199	43,471	24	44,043	44,616	45,203
5,749	Superannuation Expenses	5,363	6,575	23	6,663	6,750	6,838
64,021	Supplies and Services	75,409	63,599	-16	68,152	70,337	70,884
15,653	Depreciation and Amortisation	15,676	17,276	10	17,053	17,939	18,039
17	Borrowing Costs	17	0	-100	0	0	0
127,513	Total Ordinary Expenses	131,664	130,921	-1	135,911	139,642	140,964
-6,574	Operating Result	-7,508	-9,239	-23	-8,892	-9,796	-9,934

Shared Services Procurement Operating Statement

2011-12 Budget \$'000		2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	Var %	2013-14 Estimate \$'000	2014-15 Estimate \$'000	2015-16 Estimate \$'000
Income							
Revenue							
1,602	Government Payment for Outputs	1,602	1,653	3	1,681	1,706	1,732
100	User Charges - Non ACT Government	100	96	-4	98	100	102
17,230	User Charges - ACT Government	23,305	20,497	-12	20,819	21,146	21,478
36	Other Revenue	36	58	61	59	60	61
0	Resources Received Free of Charge	292	300	3	308	316	324
18,968	Total Revenue	25,335	22,604	-11	22,965	23,328	23,697
18,968	Total Income	25,335	22,604	-11	22,965	23,328	23,697
Expenses							
12,791	Employee Expenses	13,143	13,903	6	14,087	14,271	14,458
1,889	Superannuation Expenses	1,899	2,040	7	2,066	2,095	2,124
3,112	Supplies and Services	3,404	4,701	38	4,817	4,933	5,031
665	Depreciation and Amortisation	665	724	9	724	295	81
18,457	Total Ordinary Expenses	19,111	21,368	12	21,694	21,594	21,694
511	Operating Result	6,224	1,236	-80	1,271	1,734	2,003

Shared Services Human Resource Operating Statement

2011-12 Budget \$'000		2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	Var %	2013-14 Estimate \$'000	2014-15 Estimate \$'000	2015-16 Estimate \$'000
Income							
Revenue							
2,309	Government Payment for Outputs	1,495	3,406	128	2,369	1,586	1,611
24,564	User Charges - ACT Government	24,966	25,210	1	25,604	26,004	26,412
958	Other Revenue	958	1,418	48	1,440	1,463	1,486
27,831	Total Revenue	27,419	30,034	10	29,413	29,053	29,509
27,831	Total Income	27,419	30,034	10	29,413	29,053	29,509
Expenses							
17,759	Employee Expenses	17,880	18,526	4	18,752	18,398	18,638
2,530	Superannuation Expenses	2,498	2,797	12	2,830	2,799	2,835
6,027	Supplies and Services	5,916	7,004	18	6,075	6,061	6,202
1,016	Depreciation and Amortisation	1,016	778	-23	778	778	778
27,332	Total Ordinary Expenses	27,310	29,105	7	28,435	28,036	28,453
499	Operating Result	109	929	752	978	1,017	1,056

Shared Services Finance Operating Statement

2011-12 Budget \$'000		2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	Var %	2013-14 Estimate \$'000	2014-15 Estimate \$'000	2015-16 Estimate \$'000
Income							
Revenue							
528	Government Payment for Outputs	528	538	2	548	558	568
50	User Charges - Non ACT Government	50	45	-10	46	47	48
14,488	User Charges - ACT Government	14,550	13,807	-5	14,023	14,242	14,465
5	Other Revenue	5	0	-100	0	0	0
15,071	Total Revenue	15,133	14,390	-5	14,617	14,847	15,081
15,071	Total Income	15,133	14,390	-5	14,617	14,847	15,081
Expenses							
10,272	Employee Expenses	10,631	10,050	-5	10,180	10,311	10,445
1,680	Superannuation Expenses	1,689	1,551	-8	1,572	1,593	1,614
3,188	Supplies and Services	3,188	3,164	-1	3,243	3,323	3,405
322	Depreciation and Amortisation	322	273	-15	273	273	273
15,462	Total Ordinary Expenses	15,830	15,038	-5	15,268	15,500	15,737
-391	Operating Result	-697	-648	7	-651	-653	-656

Notes to the Output Class Statements

Significant variations are as follows:

Shared Services ICT Total Expenses

- the increase of \$4.151 million in the 2011-12 estimated outcome from the original budget is mainly due to higher than forecast contractor expenditure associated with difficulties in filling permanent ICT positions and increased ICT project activity, partially offset by lower than forecast permanent staffing levels.
- the decrease of \$0.743 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to reduced use of ICT contractors (\$9.028 million), the elimination of one-off project expenditure (\$3.939 million) and savings initiatives (\$1.969 million). This has been partially offset by ICT permanent staff increases mainly through the conversion of contractors and increased SLA requirements by agencies (\$10.564 million), an increase in expenditure directly related to initiatives (\$1.656 million), an increase in depreciation (\$1.6 million) due to the impact of capital works projects and revised wage parameters (\$0.509 million).

Shared Services Procurement Total Expenses

- the increase of \$0.654 million in the 2011-12 estimated outcome from the original budget is mainly due to an increase in staffing and support costs associated with a larger capital works program.
- the increase of \$2.257 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to an increase in staffing and support costs (\$1.441 million), an increase in capital works contractor costs (\$1.046 million) associated with maintaining a larger capital works program and the revised wage parameters (\$0.151 million), partially offset by the savings initiatives (\$0.540 million).

Shared Services Human Resources Total Expenses

- the increase of \$1.795 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to increased staff levels for the Workers' Compensation Co-location (\$1.261 million) and the ACTPS Workers' Compensation and Work Safety Improvement Plan (\$0.825 million) initiatives the increase in expenditure directly related to the Upgrade/Replacement of ACT Government HRIMS initiative (\$1.052 million) and revised wage parameters (\$0.190 million), partially offset by the savings initiative (\$1.569 million).

Shared Services Finance Total Expenses

- the decrease of \$0.792 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to savings initiatives (\$0.932 million), partially offset by revised wage parameters (\$0.099 million).

