

## **CHIEF MINISTER AND CABINET DIRECTORATE**

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### **Purpose**

The Chief Minister and Cabinet 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 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 also supports the Chief Minister and Cabinet through machinery of government and Cabinet processes, and the provision of high level executive support and policy advice.

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 the compliance of all the Directorates 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 decision-making processes.

The implementation of the Centenary of Canberra program is a key focus for the Directorate during 2012-13.

### **2012-13 Priorities**

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

- progressing across-government approaches to strategic policy development and implementation;
- leading and coordinating the implementation of the Government's Open Government reforms;
- guiding cultural change across Directorates in order to achieve greater collaboration and innovation in the delivery of Government priorities;
- implementing initiatives under the Memorandum of Understanding on regional collaboration with NSW;
- progressing the Government's service planning framework;

- supporting pre-election processes;
- leading across-government initiatives to strengthen public sector capability and integrity;
- commencing work to support the Enterprise Agreement negotiations; and
- coordinating, planning and implementing the Centenary of Canberra celebrations.

## Business and Corporate Strategies

The Directorate will continue to develop and implement corporate and business strategies to help achieve its priorities in 2012-13 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

2010-11 Actual Outcome	2011-12 Budget	2011-12 <sup>1</sup> Est. Outcome	2012-13 <sup>2</sup> Budget
120	131	134	139
<b>Staffing (FTE)</b>			

### Notes:

1. The increase in 3 FTE in the 2011-12 estimated outcome from the original budget is due to general movements during the year, including leave backfill arrangements and short-term contracts.
2. The increase in 5 FTE in the 2012-13 Budget is mainly due to additional positions for Centenary of Canberra.

## Strategic Objectives and Indicators

### Strategic Objectives 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

## **Strategic Objectives and Indicators cont.**

- promoting inter-directorate cooperation and outcomes through Directorate committees and ongoing arrangements such as the Strategic Board and supporting the across-directorate Policy Forum and establishment of strategic taskforces.

### **Strategic Objectives 2**

Supporting informed decision-making by Government

Decision making is central to a Government. Sound policy and advice assists the 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 ACTPS Strategic Board, and the Head of Service as Chair of the Strategic Board.

### **Strategic Objectives 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.

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 2010-11 was 6.8 per cent.

*Source: ACT Commissioner for Public Administration ACT Public Service Workforce Profile 2010-11.*

## Strategic Objectives and Indicators cont.

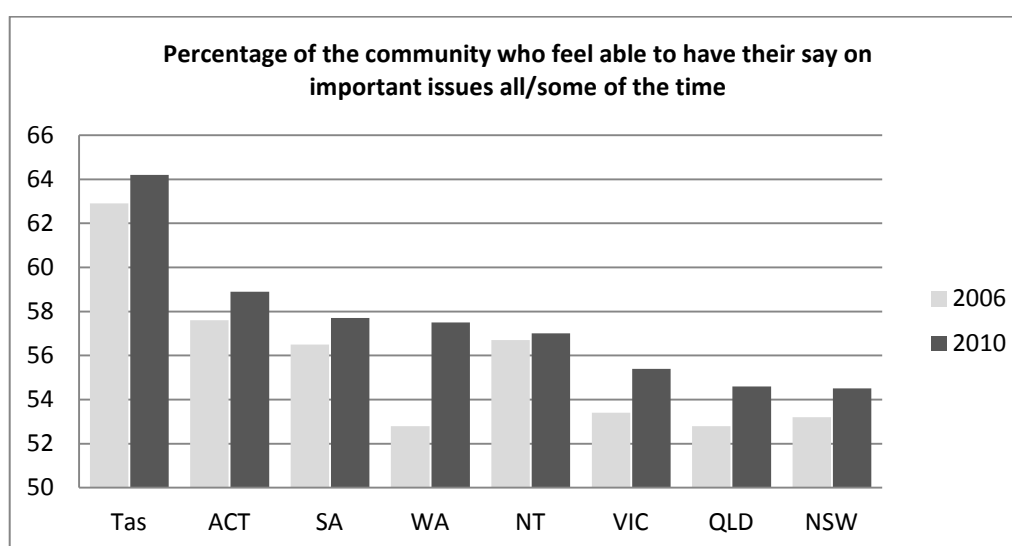
### Strategic Objectives 4

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 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 and General Social Survey 2010 (ABS)

## Output Classes

	Total Cost <sup>1</sup>		Government Payment for Outputs	
	2011-12 Est. Outcome \$'000	2012-13 Budget \$'000	2011-12 Est. Outcome \$'000	2012-13 Budget \$'000
<b>Output Class 1</b>				
<b>Government Strategy</b>	29,884	38,266	28,301	36,919
<b>Output 1.1: Government Policy and Strategy</b>	7,684	7,641	7,410	7,500

**Note:**

1. Total cost includes depreciation of \$0.040 million in 2011-12 and \$0.361 million in 2012-13.

## Output Classes cont.

### *Output Description*

Provision of advice and support to the Chief Minister, the Head of Service and the Director-General 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 Service 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	
	2011-12	2012-13	2011-12	2012-13
	Est. Outcome	Budget	Est. Outcome	Budget
	\$'000	\$'000	\$'000	\$'000
<b>Output 1.2: Public Sector Management</b>	6,140	7,370	5,504	6,765

### *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.

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.

## Output Classes cont.

	Total Cost		Government Payment for Outputs	
	2011-12	2012-13	2011-12	2012-13
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
<b>Output 1.3: Industrial Relations Policy</b>	3,347	3,707	3,244	3,354

### *Output Description*

Provision of advice to the Government that concentrates on the relationship between employers and workers in the ACT and the risk to the public arising from traditional workplace activities. This includes industrial relations, workplace safety, dangerous substances regulation, long service leave, public holidays, workers' compensation, the rights of injured workers, the rights of contractors to be paid 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 and implementation of harmonised workplace safety laws;
- advise the Government on the regulation of dangerous substances and make changes to related laws where agreed by the Government;
- advise the Government on national industrial relations matters including the review and amendments to the *Fair Work Act 2009*, as well as local industrial relations matters including portable long service leave, public holidays, and workers' compensation;
- 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 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	
	2011-12	2012-13	2011-12	2012-13
	Est. Outcome \$'000	Budget \$'000	Est. Outcome \$'000	Budget \$'000
<b>Output 1.4: Coordinated Communications and Community Engagement</b>	12,713	19,548	12,143	19,300

### *Output Description*

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

Coordinated Communications and Community Engagement will:

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

## Accountability Indicators

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
<b>Output Class 1: Government Strategy</b>			
<b>Output 1.1: Government Policy and Strategy</b>			
a. Whole of government policy and project initiatives <sup>1</sup>	4	6	4
b. Regional partnerships and participation <sup>2</sup>	2	2	2
c. Support for COAG and CAF meetings <sup>3</sup>	4	4	4
d. Annual Report on The Canberra Plan <sup>4</sup>	1	1	n/a
e. Release an issues paper on the 2013 Canberra Plan <sup>5</sup>	1	1	n/a
f. Infrastructure Plan <sup>6</sup>	1	0	n/a
g. Demographic Update <sup>7</sup>	1	1	1
h. Complete a scoping study on opportunities for electronic service delivery <sup>8</sup>	1	1	n/a
i. Finalise and release an across-government ICT Strategic Plan <sup>9</sup>	1	1	n/a
j. Pre-election preparation <sup>10</sup>	n/a	n/a	1
k. Update the ACT's Strategic Plan <sup>11</sup>	n/a	n/a	1
l. Government Progress Report <sup>12</sup>	n/a	n/a	Jun 2013
m. Cabinet and Strategic Board Support <sup>13</sup>	n/a	n/a	2

### Notes:

1. This measure incorporates key Government policy and project initiatives to be delivered by the Chief Minister and Cabinet 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 2012-13 include the Targeted Assistance Strategy implementation oversight, service planning implementation and open government/information. The projects will be completed by 30 June 2013.
2. Previously this measure covered 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 the Chief Minister and Cabinet Directorate (in conjunction with NSW Department of Premier and Cabinet). This was called "Support for Regional Leaders Forum", but was renamed by Notifiable Instrument NI2012-173. For 2012-13, this measure covers work relating to the implementation of the NSW Memorandum of Understanding and the Regional Directions Statement.
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). This measure is counted as complete on delivery of the briefing packages to the Chief Minister.
4. Discontinued measure. This measure covered the preparation of an annual Achievement Report on progress in implementing The Canberra Plan - Towards Our Second Century. The measure is considered complete as the Report has been publicly released.
5. Discontinued measure. This measure involved the development and release on an issues paper on the proposed 2013 Canberra Plan. The measure is considered complete as the issues paper has been released.
6. This measure was transferred by Notifiable Instrument NI2011-790 to the Economic Development Directorate on 18 October 2011.
7. This measure relates to a demographic update using data available from the 2011 census. This will be completed by 30 June 2013.
8. Discontinued measure. This measure involved a scoping study on the electronic delivery of government services. The measure is considered complete as the scoping study has been provided to the Government.
9. Discontinued measure. This measure involved the release of an across-government ICT Strategic Plan for the ACTPS. The measure is considered complete as the plan has been released.
10. New measure. This measure relates to the preparation of incoming government briefs, a major focus in the lead up to and during the caretaker period.
11. New measure. This measure relates to the development of a new high level strategic plan, as the Canberra Plan is due to expire in 2013, and to meet the requirements under the COAG capital city strategic planning criteria.
12. New measure. This measure relates to a Government Progress Report on longer term strategic policy.
13. New measure. This measure covers an annual cycle of secretariat support to Cabinet and to the Strategic Board.



## Accountability Indicators cont.

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
<b>Output 1.2: Public Sector Management</b>			
a. Publish ACT Public Sector Workforce Profile Report <sup>1</sup>	Mar 2012	Mar 2012	Sep 2012
b. Conduct the annual whole of government Graduate Program <sup>2</sup>	1	1	1
c. Implement the new Enterprise Agreement <sup>3</sup>	1	1	n/a
d. Finalise public interest disclosure legislation <sup>4</sup>	Dec 2011	Dec 2011	n/a
e. Conduct a review of the <i>Public Sector Management Act 1994</i> <sup>5</sup>	Feb 2012	0	Dec 2012
f. Report on the implementation of the ACTPS Respect, Equity and Diversity Framework <sup>6</sup>	Sep 2011	May 2012	Sep 2012
g. Implement the ACTPS workers' compensation and work safety improvement plan <sup>7</sup>	Dec 2011	Dec 2011	n/a
h. Prepare a Government response to the ACT Classification Review <sup>8</sup>	n/a	n/a	Dec 2012
i. Conduct of Enterprise Agreement negotiations <sup>9</sup>	n/a	n/a	1
j. Continue to implement the ACTPS workers' compensation and work safety improvement plan <sup>10</sup>	n/a	n/a	Jun 2013

### 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 2012 graduate intake, recruitment, selection and commencement of the 2013 intake, and planning for the 2014 intake. The measure will be considered complete when the activities under the Program are undertaken.
3. Discontinued measure. This measure covered the implementation of the Enterprise Agreement across ACTPS Directorates under the *Fair Work Act 2009*. The measure is considered complete as commitments, including studies, were fulfilled in accordance with the Agreement clauses.
4. Discontinued measure. This measure covered finalising the reform of Public Interest Disclosure law in the ACT to the extent that an exposure draft was available for public comment.
5. This measure covers the conduct of a review of the *Public Sector Management Act 1994*, as recommended in the Hawke Review of the ACTPS. The measure will be considered complete when a discussion paper and/or exposure draft is released to stakeholders for comment, and is subject to Government policy approval. Some minor amendments have been completed as an interim measure, with the comprehensive review delayed until 2012-13.
6. This measure covers reporting on implementation of the ACTPS Respect, Equity and Diversity Framework launched in December 2010. Delays in data gathering and verification in 2011-12 delayed report finalisation. The measure will be considered complete when the report is provided to Government.
7. Discontinued measure. This measure covered the implementation of stage one of the ACTPS workers' compensation improvement plan. The measure is considered complete as stage one of the plan has been implemented across Directorates.
8. New measure. This measure covers finalising the Government response to the recommendations of the ACT Classification Review.
9. New measure. This measure covers the Chief Minister and Cabinet Directorate's role in leading negotiations for the next Template Enterprise Agreement. This measure will be considered complete when the draft template is presented to the Chief Minister for consideration.
10. New measure. This measure covers ongoing implementation of the ACTPS workers' compensation improvement plan including the implementation of the capability strengthening framework, new reporting tools and early intervention strategies.

## Accountability Indicators cont.

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
<b>Output 1.3: Industrial Relations Policy</b>			
a. Provide advice to Government on developments in the national workplace safety agenda <sup>1</sup>	4	4	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 <sup>2</sup>	10	10	n/a
c. 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 and implement work health and safety laws and improve workers' compensation arrangements <sup>3</sup>	n/a	n/a	10
d. Conduct an actuarial review of the ACT Workers' Compensation Scheme <sup>4</sup>	May 2012	Feb 2012	May 2013
e. In accordance with Government directions, make changes to the <i>Workers' Compensation Act 1951</i> <sup>5</sup>	Jun 2012	Apr 2012	Jun 2013
f. Provide advice to the Government regarding issues arising from the National Workplace Relations System <sup>6</sup>	4	4	4
g. Coordinate input to, and activities arising from, the Inter-Governmental Agreement on a National Workplace Relations System <sup>7</sup>	4	4	n/a
h. Represent the ACT on national industrial relations forums and coordinate input to, and activities arising from, the National Workplace Relations System <sup>8</sup>	n/a	n/a	4
i. Maintain consultative fora within the ACT on workplace safety and on workers' compensation <sup>9</sup>	4	4	4
j. Provide policy and legislative advice to the Government on issues affecting ACT workers <sup>10</sup>	3	3	4
k. Provide policy and legislative advice to the Government on issues relating to dangerous substances, including chemical, explosives and asbestos regulation <sup>11</sup>	n/a	n/a	3

### Notes:

1. This measure covers the preparation of briefing papers to the Government on significant national developments in workplace safety, including those requiring amendments to 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.
2. Discontinued measure. This measure covered preparation for, and attendance at, meetings of Safe Work Australia, and meetings of the Strategic Issues Group established to harmonise occupational health and safety legislation.
3. New measure. This measure covers preparation for, and attendance at, meetings of Safe Work Australia, meetings of the Strategic Issues Group, and meetings of various Technical Advisory Groups established to harmonise work safety legislation and improve workers' compensation arrangements. This measure is considered complete with attendance at meetings.
4. 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 considered complete on receipt of the actuarial analysis and reporting to the Minister for Industrial Relations.
5. 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. The measure is considered complete when the submission to the Government proposing amendments is finalised following external consultation.

## Accountability Indicators cont.

6. This measure covers the provision of advice to the Government on the progress of any amendments to the *Fair Work Act 2009*, and any other issues arising in relation to the national workplace relation laws. The measure is considered complete on provision of briefs and other advice to the Government on progress. The subject, number and timing of the briefings will depend on the nature of emerging priorities during the year that impact on resources.
7. Discontinued measure. This measure covered the ACT's participation and involvement in the various federally sponsored fora on the administration of the *Fair Work Act 2009*. The measure is considered complete when provision of briefs and other advice to the Government on progress is complete.
8. New measure. 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.
9. This measure covers the secretariat role of Work Safety Policy Section to the ACT Work Safety Council, supporting four meetings of the Council. The measure is considered complete when Council meetings are held and minutes agreed.
10. This measure covers advice on local industrial relations matters including portable long service leave, public holidays, daylight saving and workers' compensation.
11. New measure. This measure covers advice on the *Dangerous Substances Act 2004*, including chemical explosives and asbestos regulation.

	2011-12 Targets	2011-12 Est. Outcome	2012-13 Targets
<b>Output 1.4: Coordinated Communications and Community Engagement</b>			
a. Deliver annual city-wide whole of government newsletter <sup>1</sup>	Mar 2012	Mar 2012	Mar 2013
b. Quarterly reporting to Government on Centenary of Canberra progress <sup>2</sup>	4	4	4
c. Average number of visits per month to the <i>Community Engagement</i> website <sup>3</sup>	2,000	2,000	n/a
d. Average number of visits per month to the <i>Time to Talk Canberra</i> website <sup>4</sup>	n/a	n/a	2,200

### Notes:

1. 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 over the past twelve months, and outlining upcoming programs, initiatives and events.
2. This measure covers the provision of quarterly information updates to Government on the Centenary of Canberra program.
3. Discontinued measure. This measure covered visits to the ACT Government Community Engagement website.
4. New measure. This measure replaces the visits to the ACT Government Community Engagement website measure. The ACT Government Community Engagement website has been integrated with the Time to Talk Canberra website.

## 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
<b>2011-12 Budget</b>	<b>27,082</b>	<b>31,242</b>	<b>22,186</b>	<b>22,359</b>	<b>22,359</b>
<b>2nd Appropriation</b>					
Revised Wage Parameters	74	278	262	265	268
<b>2012-13 Budget Policy Adjustments</b>					
Medicare Change of Address Campaign	-	130	130	-	-
ACT Ombudsman – Supplementation	-	180	-	-	-
ACT Ombudsman – Integrity Package	-	96	99	101	104
Support to the Vietnam Veterans and Veterans' Federation ACT Inc.	-	70	70	70	-
Asbestos Regulation and Coordination	-	142	-	-	-
Ceasing Initiative – Council for the Australian Federation – ACT Contribution	-	(13)	(13)	(13)	(13)
Savings Initiatives	-	(431)	(582)	(702)	(820)
<b>2012-13 Budget Technical Adjustments</b>					
Revised Indexation Parameters	-	(1)	(1)	(1)	399
Revised Superannuation Parameters	-	(68)	(147)	(353)	(433)
Revised Notional Superannuation Contributions	-	132	125	106	100
Seamless National Economy – OHS Harmonisation	-	213	213	213	-
Rollover – Canberra Plan 2013	(130)	130	-	-	-
Treasurer's Advance – East Africa Drought Relief	50	-	-	-	-
Transfer – ACT Ombudsman from JACSD	483	810	828	841	862
Transfer – artsACT Procurement Fees to CSD	-	(69)	(71)	(73)	(75)
Transfer – Business and Industry Development Procurement Fees to EDD	-	(130)	(133)	(136)	(140)
Transfer – Special Events Unit Procurement Fees to EDD	-	(26)	(26)	(27)	(28)
Transfer – Living in Canberra Procurement Fees to EDD	-	(6)	(6)	(6)	(6)
Rollover – ACTPS Workers' Compensation and Work Safety Improvement Plan	(420)	420	-	-	-
Revised Funding Profile – Centenary of Canberra – ACT Celebratory Program	(1,438)	1,280	158	-	-
Cessation – Centenary of Canberra – ACT Celebratory Program	-	-	-	(2,495)	(2,557)
Commonwealth Grants – Centenary of Canberra 2013 – Celebratory Program	2,600	2,040	991	-	-
Commonwealth Grants – Liveable Cities	-	500	-	-	-
<b>2012-13 Budget</b>	<b>28,301</b>	<b>36,919</b>	<b>24,083</b>	<b>20,149</b>	<b>20,020</b>

## Changes to Appropriation cont.

### 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
<b>2011-12 Budget</b>	<b>3,000</b>	-	-	-	-
<b>FMA Section 16B Rollover from 2011-12</b>					
Injury Prevention and Management Information System	401	-	-	-	-
<b>2012-13 Budget Technical Adjustments</b>					
Rollover – Injury Prevention and Management Information System	(305)	305	-	-	-
Rollover – AIMS Replacement	(2,641)	2,641	-	-	-
<b>2012-13 Budget</b>	<b>455</b>	<b>2,946</b>	-	-	-

## Chief Minister and Cabinet Directorate 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
<b>Income</b>							
<b>Revenue</b>							
27,082	Government Payment for Outputs	28,301	36,919	30	24,083	20,149	20,020
450	User Charges - ACT Government	456	467	2	479	491	504
386	Resources Received Free of Charge	386	396	3	406	416	426
<b>27,918</b>	<b>Total Revenue</b>	<b>29,143</b>	<b>37,782</b>	<b>30</b>	<b>24,968</b>	<b>21,056</b>	<b>20,950</b>
<b>27,918</b>	<b>Total Income</b>	<b>29,143</b>	<b>37,782</b>	<b>30</b>	<b>24,968</b>	<b>21,056</b>	<b>20,950</b>
<b>Expenses</b>							
12,143	Employee Expenses	12,351	12,365	..	11,427	10,687	10,636
2,391	Superannuation Expenses	2,389	2,499	5	2,231	1,848	1,770
13,148	Supplies and Services	14,300	22,259	56	10,629	7,813	7,890
110	Depreciation and Amortisation	40	361	803	693	693	693
25	Borrowing Costs	4	2	-50	2	2	2
27	Grants and Purchased Services	414	384	-7	390	397	333
388	Other Expenses	386	396	3	406	416	426
<b>28,232</b>	<b>Total Ordinary Expenses</b>	<b>29,884</b>	<b>38,266</b>	<b>28</b>	<b>25,778</b>	<b>21,856</b>	<b>21,750</b>
<b>-314</b>	<b>Operating Result</b>	<b>-741</b>	<b>-484</b>	<b>35</b>	<b>-810</b>	<b>-800</b>	<b>-800</b>
0	Post-Audit Adjustments	228	0	-100	0	0	0
<b>0</b>	<b>Total Other Comprehensive Income</b>	<b>228</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>-314</b>	<b>Total Comprehensive Income</b>	<b>-513</b>	<b>-484</b>	<b>6</b>	<b>-810</b>	<b>-800</b>	<b>-800</b>

## Chief Minister and Cabinet Directorate 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
	<b>Current Assets</b>						
2,185	Cash and Cash Equivalents	2,235	1,772	-21	1,653	1,526	1,384
1,078	Receivables	1,044	1,048	..	1,054	1,080	1,121
45	Investments	45	45	-	45	45	45
738	Other Current Assets	0	0	-	0	0	0
<b>4,046</b>	<b>Total Current Assets</b>	<b>3,324</b>	<b>2,865</b>	<b>-14</b>	<b>2,752</b>	<b>2,651</b>	<b>2,550</b>
	<b>Non Current Assets</b>						
143	Property, Plant and Equipment	198	169	-15	156	127	114
3,370	Intangibles	0	3,118	#	2,454	1,790	1,126
0	Capital Works in Progress	504	0	-100	0	0	0
<b>3,513</b>	<b>Total Non Current Assets</b>	<b>702</b>	<b>3,287</b>	<b>368</b>	<b>2,610</b>	<b>1,917</b>	<b>1,240</b>
<b>7,559</b>	<b>TOTAL ASSETS</b>	<b>4,026</b>	<b>6,152</b>	<b>53</b>	<b>5,362</b>	<b>4,568</b>	<b>3,790</b>
	<b>Current Liabilities</b>						
1,000	Payables	485	359	-26	310	261	212
183	Finance Leases	8	24	200	8	24	8
4,153	Employee Benefits	4,470	4,617	3	4,673	4,731	4,790
760	Other Liabilities	0	0	-	0	0	0
<b>6,096</b>	<b>Total Current Liabilities</b>	<b>4,963</b>	<b>5,000</b>	<b>1</b>	<b>4,991</b>	<b>5,016</b>	<b>5,010</b>
	<b>Non Current Liabilities</b>						
92	Finance Leases	24	0	-100	24	0	24
474	Employee Benefits	371	386	4	391	396	400
<b>566</b>	<b>Total Non Current Liabilities</b>	<b>395</b>	<b>386</b>	<b>-2</b>	<b>415</b>	<b>396</b>	<b>424</b>
<b>6,662</b>	<b>TOTAL LIABILITIES</b>	<b>5,358</b>	<b>5,386</b>	<b>1</b>	<b>5,406</b>	<b>5,412</b>	<b>5,434</b>
<b>897</b>	<b>NET ASSETS</b>	<b>-1,332</b>	<b>766</b>	<b>158</b>	<b>-44</b>	<b>-844</b>	<b>-1,644</b>
	<b>REPRESENTED BY FUNDS EMPLOYED</b>						
897	Accumulated Funds	-1,332	766	158	-44	-844	-1,644
<b>897</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>-1,332</b>	<b>766</b>	<b>158</b>	<b>-44</b>	<b>-844</b>	<b>-1,644</b>

**Chief Minister and Cabinet Directorate  
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
<b>Opening Equity</b>							
41,599	Opening Accumulated Funds	-1,267	-1,332	-5	766	-44	-844
18,324	Opening Asset Revaluation Reserve	0	0	-	0	0	0
<b>59,923</b>	<b>Balance at the Start of the Reporting Period</b>	<b>-1,267</b>	<b>-1,332</b>	<b>-5</b>	<b>766</b>	<b>-44</b>	<b>-844</b>
<b>Comprehensive Income</b>							
0	Post-Audit Adjustments	228	0	-100	0	0	0
-314	Operating Result for the Period	-741	-484	35	-810	-800	-800
<b>-314</b>	<b>Total Comprehensive Income</b>	<b>-513</b>	<b>-484</b>	<b>6</b>	<b>-810</b>	<b>-800</b>	<b>-800</b>
18,324	Transfer to/from Accumulated Funds	0	0	-	0	0	0
-18,324	Movement in Asset Revaluation Reserve	0	0	-	0	0	0
<b>0</b>	<b>Total Movement in Reserves</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>							
3,000	Capital Injections	455	2,946	547	0	0	0
-61,712	Inc/Dec in Net Assets due to Admin Restructure	-7	-364	#	0	0	0
<b>-58,712</b>	<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>448</b>	<b>2,582</b>	<b>476</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Closing Equity</b>							
897	Closing Accumulated Funds	-1,332	766	158	-44	-844	-1,644
<b>897</b>	<b>Balance at the End of the Reporting Period</b>	<b>-1,332</b>	<b>766</b>	<b>158</b>	<b>-44</b>	<b>-844</b>	<b>-1,644</b>



**Chief Minister and Cabinet Directorate  
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
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
27,082	Cash from Government for Outputs	28,301	36,919	30	24,083	20,149	20,020
450	User Charges	456	467	2	479	491	504
4,742	Other Receipts	7,542	4,847	-36	4,839	4,822	4,822
<b>32,274</b>	<b>Operating Receipts</b>	<b>36,299</b>	<b>42,233</b>	<b>16</b>	<b>29,401</b>	<b>25,462</b>	<b>25,346</b>
<b>Payments</b>							
11,699	Related to Employees	11,886	12,203	3	11,366	10,624	10,568
2,391	Related to Superannuation	2,389	2,499	5	2,231	1,848	1,770
14,768	Related to Supplies and Services	15,917	22,389	41	10,683	7,888	7,984
26	Borrowing Costs	4	2	-50	2	2	2
26	Grants and Purchased Services	414	384	-7	390	397	333
4,212	Other	4,850	4,847	..	4,839	4,822	4,822
<b>33,122</b>	<b>Operating Payments</b>	<b>35,460</b>	<b>42,324</b>	<b>19</b>	<b>29,511</b>	<b>25,581</b>	<b>25,479</b>
<b>-848</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>839</b>	<b>-91</b>	<b>-111</b>	<b>-110</b>	<b>-119</b>	<b>-133</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
0	Proceeds from Sale of Property, Plant and Equipment	56	0	-100	19	0	19
<b>0</b>	<b>Investing Receipts</b>	<b>56</b>	<b>0</b>	<b>-100</b>	<b>19</b>	<b>0</b>	<b>19</b>
<b>Payments</b>							
1,991	Purchase of Property, Plant and Equipment and Capital Works	0	0	-	0	0	0
0	Purchase of Land and Intangibles	451	2,946	553	0	0	0
<b>1,991</b>	<b>Investing Payments</b>	<b>451</b>	<b>2,946</b>	<b>553</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>-1,991</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-395</b>	<b>-2,946</b>	<b>-646</b>	<b>19</b>	<b>0</b>	<b>19</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
3,000	Capital Injections from Government	455	2,946	547	0	0	0
<b>3,000</b>	<b>Financing Receipts</b>	<b>455</b>	<b>2,946</b>	<b>547</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments</b>							
199	Repayment of Finance Leases	78	8	-90	28	8	28
1	Payment of Transferred Cash Balances	523	364	-30	0	0	0
<b>200</b>	<b>Financing Payments</b>	<b>601</b>	<b>372</b>	<b>-38</b>	<b>28</b>	<b>8</b>	<b>28</b>
<b>2,800</b>	<b>NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>-146</b>	<b>2,574</b>	<b>#</b>	<b>-28</b>	<b>-8</b>	<b>-28</b>
<b>-39</b>	<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>298</b>	<b>-463</b>	<b>-255</b>	<b>-119</b>	<b>-127</b>	<b>-142</b>

**Chief Minister and Cabinet Directorate  
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
2,269	CASH AT THE BEGINNING OF REPORTING PERIOD	1,937	2,235	15	1,772	1,653	1,526
2,230	CASH AT THE END OF REPORTING PERIOD	2,235	1,772	-21	1,653	1,526	1,384

## Notes to the Budget Statements

Significant variations are as follows:

### *Operating Statement*

- government payment for outputs:
  - the increase of \$1.219 million in the 2011-12 estimated outcome from the original budget is mainly due to the receipt of a Commonwealth grant for the Centenary of Canberra – Celebratory Program (Centenary Program), and the transfer of the Ombudsman function from JACS following the Administrative Arrangements (AAs) changes of 23 November 2011, partially offset by the rollover of 2011-12 funding to 2012-13; and
  - the increase of \$8.618 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to an increase in the Centenary Program activities, the rollover of initiatives from 2011-12 to 2012-13, a Commonwealth grant for the Liveable Cities Program (Liveable Cities), the revised notional superannuation contributions, revised wage parameters, funding for new initiatives, a removal of savings relating to Seamless National Economy NP and the full year impact of the transfer of the Ombudsman function. This is partially offset mainly by a decrease in the Commonwealth grant for the Centenary Program, savings measures and the transfer of procurement related appropriation to CSD and EDD associated with the AAs of 17 May 2011.
- employee expenses: the increase of \$0.208 million in the 2011-12 estimated outcome from the original budget is mainly due to revised wage parameters and the impact of the discount rate on the long service leave liability, partially offset by the rollover of funding to 2012-13.
- supplies and services:
  - the increase of \$1.152 million in the 2011-12 estimated outcome from the original budget is mainly due to the expenditure of the Centenary Program and the transfer of the Ombudsman function, partially offset by the rollover funding to 2012-13 and reallocation of expenses to grants and purchased services; and
  - the increase of \$7.959 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to an increase in Centenary Program activities, Liveable Cities Program, new initiatives, the rollover of initiatives to 2012-13 and the full year impact of the transfer of the Ombudsman function. This is partially offset by a decrease in the Commonwealth grant for the Centenary Program, the impact of savings initiatives and the transfer of procurement related appropriation as noted above.
- depreciation and amortisation: the increase of \$0.321 million in the 2012-13 Budget from the 2011-12 estimated outcome is mainly due to higher depreciation resulting from the originally scheduled completion of capital projects during 2011-12 and removal of the one-off impact of the rollover of the Injury Prevention and Management Information System (IPMIS) to 2011-12, partially offset by the depreciation impact associated with the deferral of project completion dates.

- grants and purchased services: the increase of \$0.387 million in the 2011-12 estimated outcome from the original budget is due to a donation to the East Africa Drought Relief and a reallocation of expenses from supplies and services as noted above.
- post-audit adjustment: the increase of \$0.228 million in the 2011-12 estimated outcome from the original budget is due to an adjustment to net assets associated with transfers from CMCD to EDD and CSD arising from the AA transfers of 17 May 2011.

#### *Balance Sheet*

- cash and cash equivalents: the decrease of \$0.463 million in the 2012-13 Budget from the 2011-12 estimated outcome is due mainly to the transfer of the artsACT Repairs and Maintenance Sinking Fund to CSD.
- other current assets: the decrease of \$0.738 million in the 2011-12 estimated outcome from the original budget is mainly due to the removal of prepaid expenses relating to Floriade following the AA transfers of 17 May 2011.
- intangible assets:
  - the decrease of \$3.370 million in the 2011-12 estimated outcome from the original budget is mainly due to the rollover of 2011-12 funding to 2012-13 and a reallocation of assets to capital works in progress to reflect later completion dates for existing capital works projects; and
  - the increase of \$3.118 million in 2012-13 Budget from the 2011-12 estimated outcome is due to the impact of the rollover of capital funding to 2012-13 and removal of the one-off impact of the asset reallocation, partially offset by increased depreciation resulting largely from the scheduled completion of capital projects during 2011-12.
- capital works in progress: the variation is as noted above.
- payables: the decrease of \$0.515 million in the 2011-12 estimated outcome from the original budget is due to the transfer following the AA transfers of 17 May 2011.
- other current liabilities: the decrease of \$0.760 million in the 2011-12 estimated outcome from the original budget is due to the transfer of revenue received in advance relating to Floriade following the AA transfers of 17 May 2011.

#### *Statement of Changes in Equity*

Variations in the statement are explained in the notes above.

#### *Cash Flow Statement*

Variations in the statement are explained in the notes above.

**Chief Minister and Cabinet Directorate**  
**Statement of Changes in Equity on Behalf of the Territory**

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
<b>Opening Equity</b>						
2,352	Opening Accumulated Funds	0	0	-	0	0
<b>2,352</b>	<b>Balance at the Start of the Reporting Period</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>Total Movement in Reserves</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>						
-2,352	Inc/Dec in Net Assets due to Admin Restructure	0	0	-	0	0
<b>-2,352</b>	<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>Balance at the End of the Reporting Period</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>

**Chief Minister and Cabinet Directorate  
Statement of Cash Flows on Behalf of the Territory**

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
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>						
<b>Receipts</b>						
0 Other Receipts	8	0	-100	0	0	0
<b>0 Operating Receipts</b>	<b>8</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments</b>						
0 Grants and Purchased Services	31	0	-100	0	0	0
<b>0 Operating Payments</b>	<b>31</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 NET CASH INFLOW/ (OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>-23</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>						
<b>Payments</b>						
0 Payment of Transferred Cash Balances	5	0	-100	0	0	0
<b>0 Financing Payments</b>	<b>5</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 NET CASH INFLOW/ (OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>-5</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>-28</b>	<b>0</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 CASH AT THE BEGINNING OF REPORTING PERIOD</b>	<b>28</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 CASH AT THE END OF REPORTING PERIOD</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Notes to the Budget Statements

Significant variations are as follows:

### *Statement of Changes in Equity on Behalf of the Territory*

- increase/decrease in net assets due to admin restructure: the increase of \$2.352 million in the 2011-12 estimated outcome from the original budget is due to the 2011-12 Budget reflecting AA transfers expected to occur during 2011-12, which actually took place in 2010-11. The transfers are reflected in the 2010-11 audited results.

### *Statement of Cash flows on Behalf of the Territory*

Variation is due to transfer from CMCD to ESDD arising from AAs of 17 May 2011.