

Minister for Government Services and Procurement  
Incoming Ministerial Briefs  
August 2018

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## **PORTFOLIO BRIEF FOR INCOMING MINISTER**

# **[MINISTER FOR GOVERNMENT SERVICES AND PROCUREMENT]**

PORTFOLIO BRIEF FOR INCOMING MINISTER  
AUGUST 2018

**SENSITIVE - CABINET**



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## PORTFOLIO OVERVIEW

The ACT Insurance Authority sits within the Commercial Services and Infrastructure Group (CSI) in Chief Minister, Treasury and Economic Development Directorate (CMTEDD). The CSI organisational chart is provided at [Attachment A](#).

The ACT Insurance Authority (the Authority) operates under the *ACT Insurance Authority Act 2005* (the Act).

The Act establishes the Authority as the ACT Government's captive insurer providing advice to the Minister about insurance and the management of territory risks.

The Authority works to protect the assets and services of the Territory by providing risk management support and insurance services to all ACT Government directorates and statutory authorities; the Authority meets the insurable claims and losses of ACT Government agencies.

The portfolio represents just over \$25 billion of insured assets, with forecast annual premium revenue in 2018-19 of \$50.609 million and a forecasted equity position of \$52.547 million.

The Authority reports through the Under Treasurer, Chief Minister, Treasury and Economic Development Directorate and is financed through risk-based premiums that reflect the asset holdings and liability risks faced by each agency.

### Principle Objectives:

The objectives of the Authority are to:

- carry on the business of insurer of territory risks;
- take out insurance of territory risks with other entities;
- satisfy or settle claims in relation to territory risks;
- develop and promote good practices for the management of territory risks; and
- give advice to the Minister about insurance and the management of territory risks.

The Authority's operational model is focused on satisfying these objectives by taking a leadership role to reduce the total cost of risk to the Territory and individual agencies. This focus leverages on the integration of core functions as the:

- insurer and reinsurer of territory risks;
- manager of claims;
- risk management advisor to the ACT Government; and
- insurance advisor to the ACT Government.

## **Clients**

The Authority provides advice to the Minister about insurance and management of territory risks. The Authority operates as the captive insurer of all ACT Government directorates and statutory authorities. The core services provided to directorates are insurance, claims and risk management services.

The insurance coverage provided via indemnity agreement is broad form cover that includes: liability, medical malpractice, professional indemnity, property damage, standing timber, specialised motor, overseas travel, directors and officers and financial crime.

## **Nature and scope of activities**

### **General activities**

The general activities the Authority intends to undertake in achieving its principle objectives are to:

- provide professional advice to the ACT Government and territory agencies on insurance and risk management issues;
- deliver a value for money reinsurance program to protect the Territory budget;
- continue to maximise reinsurance recoveries;
- review the Territory asset register as part of the insurance renewal process;
- develop business practices which will enable the Authority to achieve best practice results, and if feasible, reduced premiums for agencies;
- proactively manage claims against the Territory in consultation with agency stakeholders and in accordance with the ACT model litigant requirements;
- conduct regular reviews of existing claims to ensure that appropriate management is being applied and that realistic claim estimates are included in financial statements;
- facilitate agency access to the claims reporting and data analysis to support a risk managed approach to operational and asset management;
- continue to assist agencies with the application of the ACT Government Risk Management Framework;
- work with agencies to reduce the number and severity of incidents and ultimate claims cost;
- deliver to agencies a program of general and targeted risk management training;
- administer the Office of the Nominal Defendant of the ACT; and
- administer the Default Insurance Fund on behalf of the Chief Minister, Treasury and Economic Development Directorate.

## 2018-19 priorities and next three financial years

Strategic and operational priorities to be pursued in 2018-19 and for the next three financial years include:

- implementing a program of reinsurance to protect the Territory budget based on an appropriate balance between transferred and retained risk;
- proactively managing claims against the Territory in consultation with agency stakeholders and in accordance with the ACT model litigant requirements;
- assisting agencies with the implementation and continuous improvement of risk management practices within the Territory that reflect international standards and business best practice;
- delivering a program of targeted risk management seminars for agencies that increase the level of stakeholder engagement on relevant topics;
- implementing an insurance management system consistent with the requirements identified in the Authority's Information Communication Technology Plan;
- developing a long term investment strategy with investment options that target investment returns and strategic asset allocation; and
- developing a change management plan to facilitate the Authority's move to an activity based work environment in the new ACT Government office building.

## Estimated employment level and employment profile

### Estimated employment level

	2016-17 Actual Outcome	2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget
Staffing (FTE)	18	19	19	19

### 2018-19 employment profile

Classification	Male	Female	Total
Senior Executive	1	-	1
SOG A	1	-	1
SOG B	-	3	3
SOG C	1	1	2
ASO6	-	4	4
ASO5	-	8	8
<b>Total</b>	<b>3</b>	<b>16</b>	<b>19</b>

## PORTFOLIO PRIORITIES OVER THE NEXT MONTH

The ACT Insurance Authority is currently undertaking a review of the ACT Government Risk Management Policy in consultation with ACT Government directorates and agencies.

## LEGISLATIVE RESPONSIBILITIES

The ACT Insurance Authority (the Authority) operates under the *ACT Insurance Authority Act 2005* (the Act).

## KEY APPOINTMENTS

The Authority is supported by the ACTIA Advisory Board (the Board) appointed under the Authority's enabling legislation. The current board members are Mrs Maxine McDowell (Chair) and Mr David Sandoe (Member). The Advisory Board provides important and valuable support to the Authority, particularly in relation to a strategic approach to its reinsurance program, the identification of emerging risks and improvements to risk and claims management services.

The Board is appointed under Section 12 and 14 (2) of the Act in accordance with Insurance Management Guidelines 2005 (No. 1).

The Board must consist of two members appointed by the Authority who must, in the opinion of the Authority, possess sufficient skill and judgement with respect to the power and functions of the Authority under the Act. In regard to these appointments, the Under Treasurer, Chief Minister, Treasury and Economic Development Directorate is the Authority and the appointees are selected based on skills relevant to the above requirements.

The current Board members are:

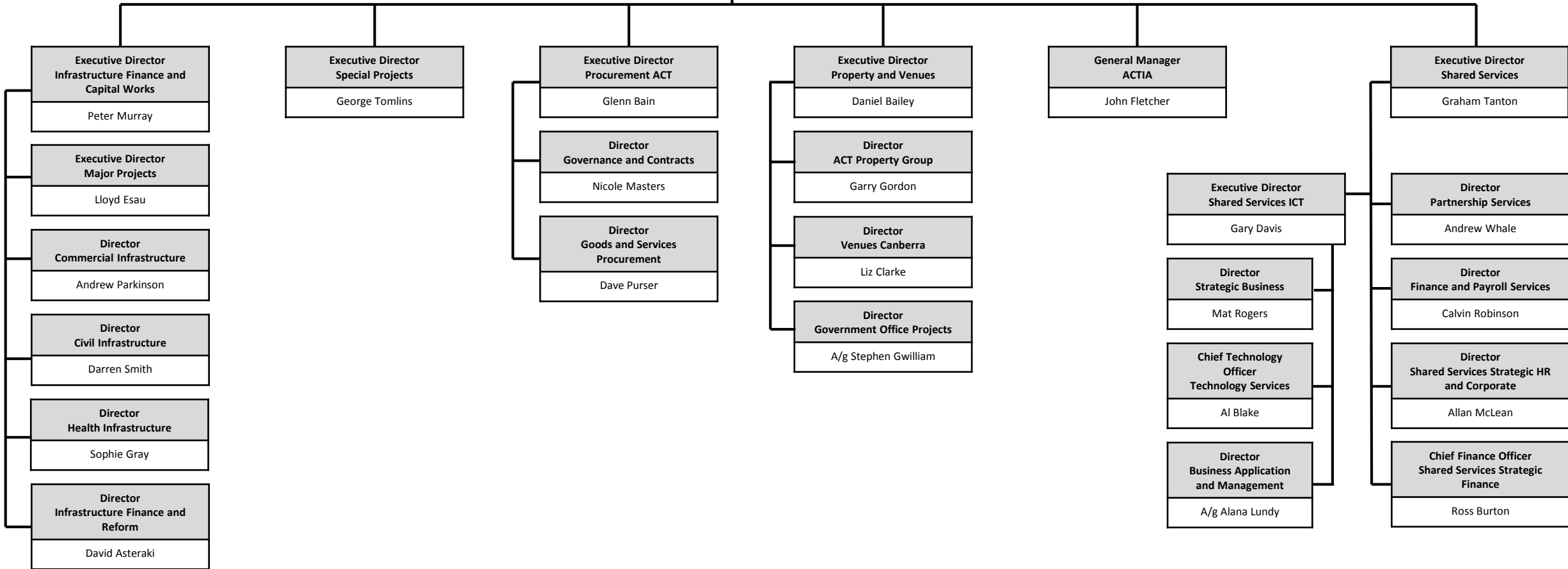
Mrs McDowell has had over 45 years' experience in general insurance underwriting, risk management, marketing and claims. This experience includes underwriting management roles with Vero Insurance, QBE Insurance, Calliden Insurance Group and Harbour Pacific Underwriting Management as well as undertaking consulting roles with Finserv Consulting, CHU Underwriting Agencies, National Insurance Brokers Association (NIBA) and Marsh. She has been a named underwriter for managing agents at Lloyds of London and has conducted compliance and underwriting audits on behalf of Lloyds. She has represented NIBA on the Insurance Council Catastrophe Insurance Taskforce, and lectured in Property Insurance at the University of Technology, Sydney. She is now consulting on various general insurance and insurance broker matters, delivers compliance and technical training and is active in mentoring programs. She is an Honorary Life Member, Australian & New Zealand Institute of Insurance and Finance (ANZIIF).



Mr David Sandoe OAM (Member) - Dip BIA, MBA, ANZIIF (Fellow) CIP, MCMI, FAIM, FAICD. Mr Sandoe has over 46 years' experience in the insurance and financial services industry in Australia, New Zealand, UK and Ireland. This included senior executive roles with South British United/New Zealand Insurance and Zurich Financial Services and as a Principal and General Manager of Finity Consulting, an independently owned Australian firm of actuaries and insurance consultants. He is an independent board member of Defence Service Homes Insurance Scheme Advisory Board and is an Honorary Life Member of the Australian & New Zealand Institute of Insurance & Finance, is an Honorary Life Member of the Swiss Australian Chamber of Commerce and Industry (now SwissCham Australia) and Prostate Cancer Foundation of Australia. He retired as National Chairman of Prostate Cancer Foundation of Australia on 31 March 2015. The remuneration of the Advisory Board members is determined by the ACT Remuneration Tribunal.

**Under Treasurer**  
David Nicol

**Deputy Under Treasurer  
Commercial Services and Infrastructure**  
Shaun Strachan





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# **[MINISTER FOR GOVERNMENT SERVICES AND PROCUREMENT]**

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AUGUST 2018

**SENSITIVE - CABINET**



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**ACT**  
Government

# **SENSITIVE - CABINET**

PROCUREMENT ACT PORTFOLIO BRIEF – AUGUST  
2018

## **PORTFOLIO OVERVIEW**

Procurement ACT is a Division within the Commercial Services and Infrastructure Group (CSI) in Chief Minister, Treasury and Economic Development Directorate (CMTEDD). The CSI organisational chart is provided at [Attachment A](#).

Procurement ACT is a focal point within Government for guidance, advice and support to deliver strong procurement outcomes through effective practices, strategies and policies.

Procurement ACT develops and promulgates processes and models for procurement of goods and services and infrastructure projects across government.

Procurement ACT supports whole of government procurement activities through day to day interaction and engagement with directorate officers and executives. This effort is supported by standard processes and contracts and the delivery of major projects such as the Project Management and Reporting System (PMARS) solution (in development) for capital works management and reporting, along with the continued improvement of existing and development of emerging support systems including Tenders ACT, supplier pre-qualification and contract conformance services, and a panel management system. In addition, Procurement ACT is strengthening its focus on developing and delivering a high quality, contextually sensitive education and training program to ensure that procurement officers are well informed and supported in their roles.

Procurement ACT now has approximately 66 FTE across two locations – 220 Northbourne Avenue, Braddon, and Nature Conservation House at 153 Emu Bank, Belconnen, and operating costs of approximately \$12.1 million per annum.

Given the changes to structure and process, and the upcoming implementation of the Secure Local Jobs Package, small changes to staffing, costs and budgets are likely to occur over the next few months.

## **Divisional Responsibilities**

Procurement ACT provides centre-led procurement advice and support services to ACT government agencies, with a particular focus on strategic / complex high value, high risk procurements.

The range of goods and services procurements administered is diverse, with many having a touch point with our local Canberra community – such as events (eg Floriade, National Multicultural Festival, Summernats), schools, hospital services and medical equipment, ICT software / hardware, professional services and sports fields.

Procurement ACT establishes and manages the Territory's whole-of-government contracts, and also performs an ongoing business support function.

As well as delivering business as usual procurement activities, Procurement ACT is administering major government initiatives that are focused on reforming policies and processes, and optimizing value for money outcomes.

### **Procurement Policy**

Procurement ACT develops and implements policies in relation to ACT Government procurement, in conjunction with other areas of the ACT Government, and in consultation with interested third parties.

### **Governance and Secretariat Support**

Procurement ACT provides project governance and secretariat support to a range of Executive led Committees, including:

- the Government Procurement Board which was established under legislation to review and provide advice to ACT Government entities, Directors General and Ministers on procurement issues and practices in the Territory, and to review procurement proposals.
- the Infrastructure Planning and Advisory Committee (IPAC). IPAC is a Director-General level group established to provide coordinated advice to Cabinet on land and transport planning, infrastructure, related government services and matters to support Ministers to take decisions fully informed of costs and choices to be made. They are also tasked with developing a coordinated long term infrastructure strategy for the Territory and are supported by the Infrastructure Planning Working Group.
- significant projects including the Supreme Court project, the Gundaroo Drive stage 2 project and Canberra Theatre redevelopment.

### **Operations and Contracts**

Procurement ACT is responsible for delivery of efficient, high-quality contractor qualification and audit services consistent with Government policy, including Industrial Relations and Employment (IRE) Certification, Prequalification, and Work Health and Safety Active Certification.

Procurement ACT also supports effective creation and management of contracts, and management of contractual issues and disputes consistent with principles of fairness and model litigant. Other activities include coordination of information, reporting and systems within the division, and liaison with third party representatives on ACT Government infrastructure related issues and policies to understand operational implications and outcomes, particularly for key stakeholders.

### **Financial Management**

The Finance team manages internal finances, business and operational systems to support the day to day operation of the division and delivery and reporting of procurement activities.

### **Contractor Central**

Contractor Central allows directorates to engage staff through a single system, providing a consistent method of engaging and managing contracted workers. Contractor Central gives access



to more competitive pricing through the NSW Contingent Workforce Scheme, and has a focus on providing local industry with more opportunity to do business with the ACT Government.

To date the ACT Government has saved over \$4 million dollars through this initiative. There are presently 44 suppliers pre-qualified to supply the ACT Government, and over 370 workers engaged. The new arrangement has consolidated over \$45 million dollars annual spend, and along with budget savings, provides improved governance, compliance, and reporting.

## PORTFOLIO PRIORITIES OVER THE NEXT MONTH

### Procurement Review

Procurement ACT is currently undertaking a strategic Procurement Review. A working group comprised of Directorates' Chief Operating Officers and equivalents has been convened under the auspices of the Strategic Board to analyse and articulate areas of concern relating to current procurement activities and practices across Government.

The Working Group will consider the following:

- The content and delivery methods for procurement training and education programs;
- Simplified procurement processes and engagement models for procurement of goods and services across both value/low risk and high value/high risk activity;
- Roles and responsibilities of Directorates and the Government Procurement Board in the development of Annual Procurement plans;
- The development of a business case providing options to Government for better matching notifiable invoices to their underpinning contract; and
- The development and promulgation of processes and practices to give effect to the Secure Local Jobs Package and in particular the Secure Local Jobs Code under the *Government Procurement Act 2001*.

The outcomes of this program of work will include a better understanding of the respective roles and responsibilities, and a closer partnership between Directorates and Procurement ACT in the delivery of procurement outcomes. Various discussion points or matters will be brought forward to Strategic Board and may include recommendations on changes to processes and arrangements, changes to Government policy, and changes to legislation.

### Professional Services Panel

The Directorate intends to establish a whole-of-government Professional and Consulting Services panel with an aim to reduce the cost of obtaining and using professional and consulting services, and provide a more transparent and effective vehicle for obtaining these services.

It is an initiative of the Smart Modern Strategic (SMS) Procurement Initiative and was endorsed by Cabinet in 2015. The panel is expected to be available for use from early November 2018.

### Aboriginal and Torres Strait Islander Procurement Policy

The Aboriginal and Torres Strait Islander Procurement Policy is being developed by Procurement ACT on behalf of the ACT Government. A Committee has been established to the draft policy, taking into account an analysis of other Australian jurisdictions and initial comments from selected peak bodies.

The objective of the policy is to further the economic independence of Aboriginal and Torres Strait Islander Canberrans, primarily by targeting opportunities for Aboriginal and Torres Strait Islander small to medium enterprises. The policy also aims to encourage a change to the internal buying mindset of the Territory, prompting action from within government.

### **Trans-Pacific Partnership**

The Trans-Pacific Partnership (TPP-11) is a multi-national trade agreement in which the ACT, as an Australian Territory, will participate. All signatory nations have signed the TPP-11 and are going through their domestic ratification processes. Sixty days after six nations have advised the TPP-11 Committee that they have ratified and are fully compliant, the TPP-11 will come into effect for those nations. This is expected to happen in early 2019. Australia is keen to be among the first six in order to access the benefits from the Agreement.

Procurement ACT is working towards ensuring the ACT is compliant with the Government Procurement chapter of the TPP-11 and this includes having a domestic review process that meets the TPP-11's requirements. Domestic review is a process for managing complaints about a procurement from a supplier with an interest in that procurement. There has been consultation with relevant areas of government in relation to options for a domestic review process, and Procurement ACT is developing recommendations for Government including in relation to possible legislative amendments.

### **Secure Local Jobs Package**

The *Government Procurement (Secure Local Jobs) Amendment Bill 2018* amends the *Government Procurement Act 2001* and allows for the making of the Secure Local Jobs Code, a key component of the ACT Government's Secure Local Jobs Package. The Secure Local Jobs Package establishes an integrated suite of measures directed at ensuring the ACT Government only awards contracts to businesses that meet the highest ethical and labour standards.

Procurement ACT is currently working with other areas of government to ensure a smooth implementation process, to ensure the ACT Government has the systems and processes in place and that industry and key stakeholders are informed of the new requirements when they come into effect – which is anticipated to be in early 2019.

### **Project Management and Reporting System (PMARS)**

Is being developed as an ACT government system that will manage capital works projects from proposal/business case development through to asset handover. PMARS will be integrated with budget, supplier payment systems and TendersACT. The system will allow third party access to submit and receive communications, construction and commercial documentation, and the management of claims, invoices and insurances.

A pilot rollout to Transport Canberra and City Services (TCCS) and IFCW is currently underway. Once lessons from the pilot have been reviewed, a full rollout schedule will be finalised and the rollout is expected to be completed by the end of 2018.

### **Notifiable contracts and invoices**

Following a motion passed in the Legislative Assembly the Government is investigating the feasibility of improving the linkages between the Territory's contract and financial management systems and processes to enable reporting on contracts associated with invoices on the notifiable invoices register. Implementation of this proposal requires changes to government systems and administration, and complementary change to systems and process of the businesses invoicing government.

### **Panel Management**

Work is underway to review current panel creation and operational processes to ensure consistent policy settings and management of panels across government and to ensure there is appropriate support material and training for panel managers.

### **Simple Procurement Enhancement**

Through the Smart Modern Systems Program the division provides the “Online Simple-procurement Quoting And Reporting” (OSQAR) system, which includes an online web-based procurement tool for producing the Request for Quotation (RFQ) documents for the Territory’s simple, low risk procurements (i.e. procurement that is valued at/or above \$25,000 and up to \$200,000). OSQAR is based on the Australian Government’s Commonwealth Contracting Suite.

Work is focusing on establishing new systems to support Simple procurement, and the division is working to improve the Territory’s forecasting and planning capability including visibility, tracking and reporting of Simple procurement activity across Government.

## LEGISLATIVE RESPONSIBILITIES

Under the current Administrative Arrangements the Treasurer has policy responsibility for *The Government Procurement Act 2001* and the Government Procurement Regulations 2007. This would need to be amended to reflect the new arrangements.

The ACT Government Procurement Board was established on 1 August 2001 by the *Government Procurement Act 2001*. The Board’s function and purpose are governed under section 6 and section 22A of the Act, as well as the Regulations.

## KEY APPOINTMENTS

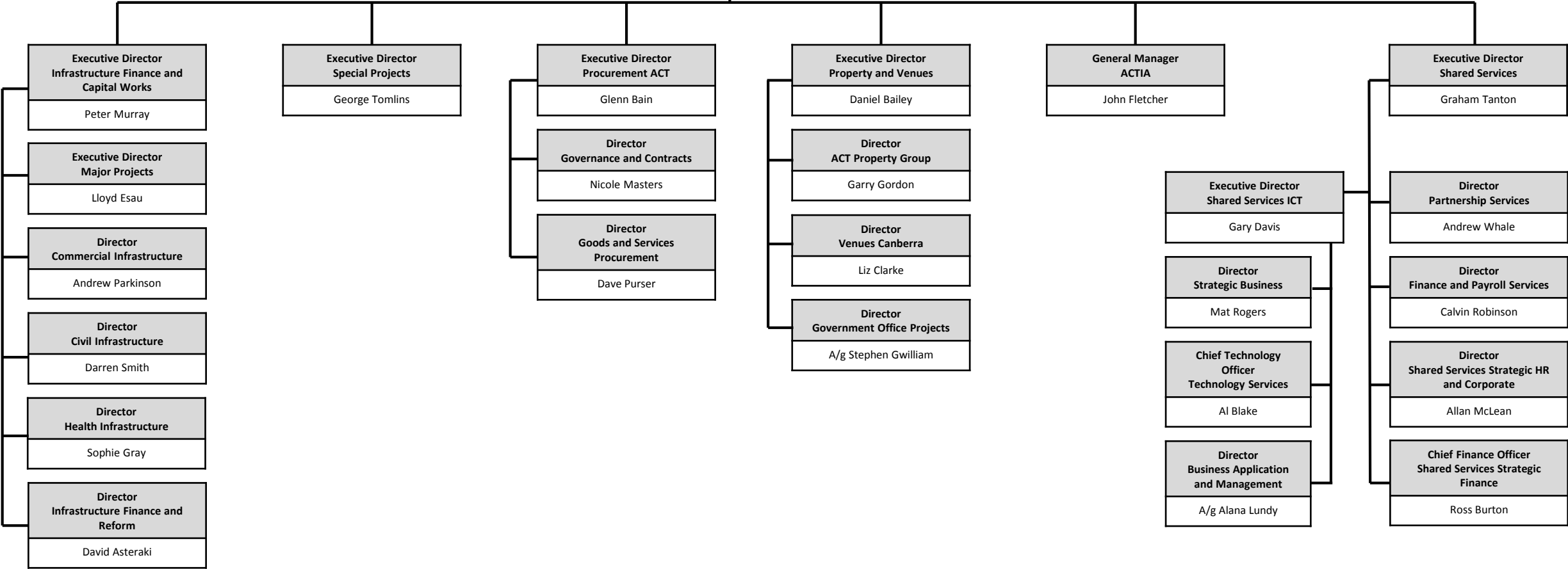
### Statutory Appointments

The ACT Government Procurement Board

Member	POSITION	FULL OR PART-TIME	START DATE	EXPIRY DATE
Ms Meredith Whitten	Chair	Part-Time	July 2016	March 2020
Ms Louise Gilding	Deputy Chair	Part-Time	May 2018	June 2024
Mr Damon Hall	Public Employee Member	Part-Time	July 2018	August 2024
Mr Dominic Lane	Public Employee Member	Part-Time	July 2018	August 2024
Ms Fleur Flanery	Public Employee Member	Part-Time	July 2018	August 2024
Ms Virginia Shaw	Non-Public Employee Member	Part-Time	July 2015	September 2018
Mr Stephen Goggs	Non-Public Employee Member	Part-Time	July 2015	September 2018
Mr Richard Bear	Non-Public Employee Member	Part-Time	May 2013	July 2019
Mr Roger Broughton	Non-Public Employee Member	Part-Time	May 2013	July 2019

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**ACT**  
Government

# **SENSITIVE - CABINET**

## SHARED SERVICES PORTFOLIO BRIEF – AUGUST 2018

## PORTFOLIO OVERVIEW

ACT Shared Services is a Division within the Commercial Services and Infrastructure Group (CSI) in Chief Minister, Treasury and Economic Development Directorate (CMTEDD). The CSI organisational chart is provided at [Attachment A](#).

ACT Shared Services was established in 2007 to provide efficiencies across government through a centralised corporate services capability allowing Directorates and Agencies to focus on their core business and serving the ACT community. ACT Shared Services consists of over 780 full time employees and contractors delivering a range of services including ICT, payroll and finance to over 22,000 ACT public servants across all sectors, and provide ICT for over 40,000 students.

To date, ACT Shared Services has provided approximately \$400m back to budget through savings over the 11 years since establishment. ACT Shared Services processes over 500,000 staff pays per annum, over 300,000 invoices, completes over 60,000 service requests each week and currently project manages over 200 ICT projects across government.

The current focus of ACT Shared Services is to build value to stakeholders by upgrading processes through automation whilst providing managers and staff with the skills to identify and address areas for improvement. Through our committed workforce, ACT Shared Services will continue to deliver and continuously improve the services and value proposition we provide to ACT Government.

Through projects such as the Accounts Payable Invoice Automation Solution (APIAS), upgrade of Human Resource Information and Management System (HRIMS), Desktop Modernisation and Cloud Computing along with its expertise in project management, publishing and records management, payroll and customer service delivery through the ACT Shared Services website and service desk, ACT Shared Services will proactively drive and support change.

The ACT's Shared Services capability is recognised as a leader of public sector Shared Services functions, with Commonwealth and State jurisdictions regularly seeking guidance and advice as to how best to set up and manage their Shared Services initiatives. ACT Shared Services achievements have been recognised in a number of public forums recently winning the 'Excellence in Process Improvement and Innovation Award' in September at the 2018 Shared Services and Outsourcing Network Excellence Awards, for the launch of the Shared Services website. The website provides a contemporary digital platform to the ACT Public Service including online forms, accessible information and an extensive Catalogue of Services. The website has completely transformed the former ACT Shared Services Customer Portal where nearly all services were accessible only in paper-based forms.

ACT Shared Services APIAS was awarded a runner up award in the Excellence in Value Creation category. Launched in 2017, this website has delivered real benefits to suppliers through faster payments processing. 95% of invoices processed through the new webpage are paid on time, an improvement from an average of around 85% before its launch.

## **DIVISION PRIORITIES OVER THE NEXT MONTH**

### **Major projects:**

#### HRIMS Program

*Budget: \$11m*

Overview: The HRIMS Program aims to procure and implement an integrated Payroll/Human Capital Management system for the ACT Government.

#### Cloud Adoption Program

*Budget: \$8.95m*

Overview: The Program's objective is to modernise the delivery of ICT services to Directorates by making use of the flexibility, responsiveness and agility offered by cloud technologies.

#### Desktop Modernisation Program

*Budget: \$8.46m*

Overview: The program will deliver a modern and secure Desktop Operating System, including the latest version of the Office Productivity Suite. This will provide the Territory with a shared common capability to better meet the needs of the ACT Government into the future, including initiatives such as Activity Based Working.

#### Long Service Leave Project

*Budget: \$1.883*

Overview: This project aims to automate the calculation of Long Service Leave (LSL) entitlements for employees of the ACT Government.

#### Debt Management Software Solution

*Budget: \$0.592*

Overview: The objective of this software solution is to improve process efficiencies in dealing with external debt management and debt recovery outcomes of Government for those ACT entities who choose to use Shared Services to manage debt and debtors on an end-to-end basis. Increased touchpoints with debtors will improve debt recovery results for directorates.

#### Government Office Block

Overview: With the move to the new government office blocks in Civic and Dickson in 2019-20 ACT Shared Services along with Directorate stakeholders have considered the recommended standard and advanced desktop workpoints including the equipment considered communal and attached to desks (i.e. monitors, docking stations, keyboard and mouse).

#### Health Restructure

Overview: ACT Shared Services is working with ACT Health to provide services to support the establishment of the two Health entities, scheduled to occur on 1 October 2018.

## BUDGET

### Shared Services Budget

	<b>2018-19 Budget \$'000</b>
<b>Revenue</b>	
Controlled Recurrent Payments	28,125
User Charges	171,640
Interest	23
Resources Received Free of Charge	474
Other Revenue	1,936
<b>Total Revenue</b>	<b>202,198</b>
<b>Expenses</b>	
Employee Expenses	90,461
Superannuation Expenses	12,785
Supplies & Services	82,087
Depreciation & Amortisation	23,241
Other Expenses	21
<b>Total Expenses</b>	<b>208,595</b>
<b>Operating Result</b>	<b><u><u>-6,397</u></u></b>

- ACT Shared Services Operating Result represents depreciation on equity funded assets, annual leave and long service leave expenses offset by the distribution to government for savings initiatives.
- 85% of ACT Shared Services revenue is derived from User Charges billed to Directorates for services provided.
- Controlled Recurrent Payments funding is mainly for initiatives including the Hybrid Cloud, Whole of Government Software Upgrade and Data Centre Infrastructure initiatives.
- Other Revenue is mainly for Salary Packaging fees.
- Employee and Superannuation expenses represent 842 FTE's.



- Supplies and Services is primarily for Contractors (37), Telecommunication expenses, Computing costs and Pass Through expenditure such as Billbacks, Business Systems, Postage and Project costs.



## **LEGISLATIVE RESPONSIBILITIES**

Nil – ACT Shared Services does not have legislative responsibilities.

## **KEY APPOINTMENTS**

### **Statutory Appointments**

Nil – ACT Shared Services does not have Statutory Appointments

### **Non-Statutory Appointments**

Nil – ACT Shared Services does not have Non-Statutory Appointments

## **MINISTERIAL COUNCILS AND CONSULTATIVE BODIES**

Nil – ACT Shared Services does not have ministerial councils and consultative bodies

**Under Treasurer**  
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