



BUDGET

**PORTFOLIO BUDGET STATEMENTS 2008–09
BUDGET RELATED PAPER NO. 1.15A**

PRIME MINISTER AND CABINET PORTFOLIO

**BUDGET INITIATIVES AND EXPLANATIONS
APPROPRIATIONS SPECIFIED BY OUTCOMES
AND OUTPUTS BY AGENCY**

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The Hon Anthony Byrne MP
Parliamentary Secretary to the Prime Minister

President of the Senate
Australian Senate
Parliament House
CANBERRA ACT 2600

Speaker
House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Mr President
Dear Mr Speaker

I hereby submit Portfolio Budget Statements in support of the 2008-09 Budget for the Prime Minister and Cabinet Portfolio excluding the Department of Climate Change and its related entity, which are part of the Prime Minister and Cabinet Portfolio but for which statements are tabled separately (refer: Budget Related Paper No. 1.15B).

These statements have been developed, and are submitted to the Parliament, as a statement on the funding requirements being sought for the portfolio.

I present these statements to ensure proper and effective accountability to the Parliament and, through it, the public.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Anthony Byrne', written over a light blue horizontal line.

Anthony Byrne

Abbreviations and conventions

The following notation may be used:

NEC/nec not elsewhere classified

nil

.. not zero, but rounded to zero

na not applicable (unless otherwise specified)

nfp not for publication

\$m \$ million

\$b \$ billion

Figures in tables and in the text may be rounded. Figures in text are generally rounded to one decimal place, whereas figures in tables are generally rounded to the nearest thousand. Discrepancies in tables between totals and sums of components are due to rounding.

Enquiries

Should you have any enquiries regarding this publication please contact Ms Kym Partington, Chief Financial Officer in the Department of the Prime Minister and Cabinet on (02) 6271 5652.

A copy of this document can be located on the Australian Government Budget website at: <http://www.budget.gov.au>.

**USER GUIDE
TO THE
PORTFOLIO BUDGET
STATEMENTS**

USER GUIDE

The purpose of the 2008–09 Portfolio Budget Statements (PB Statements) is to inform Senators and Members of Parliament of the proposed allocation of resources to government outcomes by agencies within the portfolio. Agencies receive resources from the annual appropriations acts, special appropriations (including standing appropriations and special accounts), and revenue from other sources.

A key role of the PB Statements is to facilitate the understanding of proposed annual appropriations in Appropriation Bills No. 1 and No. 2 2008–09 (or Appropriation Bill [Parliamentary Departments] No. 1 2008–09 for the parliamentary departments). In this sense the PB Statements are Budget related papers and are declared by the Appropriation Acts to be ‘relevant documents’ to the interpretation of the Acts according to section 15AB of the *Acts Interpretation Act 1901*.

The PB Statements provide information, explanation and justification to enable Parliament to understand the purpose of each outcome proposed in the Bills.

As required under section 12 of the *Charter of Budget Honesty Act 1998*, non-general government sector entities are not consolidated into the Commonwealth general government sector fiscal estimates and accordingly, these entities are not reported in the PB Statements.

This document does not include the PB Statements for the Department of Climate Change and its related agency, which are part of the Prime Minister and Cabinet Portfolio, but for which PB Statements are tabled separately (Refer: Budget Related Paper No. 1.15B).

STRUCTURE OF THE PORTFOLIO BUDGET STATEMENTS

The PB Statements have been revised for the 2008–09 Budget, with significant changes made to reduce the workload on agencies and to provide Parliament with more targeted and comprehensive information on government expenditure.

Included below is a brief outline of each section of the revised document.

Portfolio overview

The portfolio overview is largely unchanged, with portfolio departments required to briefly outline the responsibilities of the portfolio, and list the relevant agencies and ministers and the resources available.

Agency Resources and Planned Performance

A statement (under the name of the agency) for each agency within the portfolio.

Section 1: Agency overview and resources

This section includes three components:

- 1.1 Strategic direction
 - 1.2 Agency resource statement
 - 1.3 Budget measures.
- Section 1 provides readers with an overview of the functions and responsibilities of the agency, its contribution towards its outcomes for the budget year and the resources available.
 - In Section 1.1 Strategic direction, agencies present a narrative approach rather than being restricted to a fixed number of headings. The key emphasis is on telling the agency's 'story'—the key strategies it is implementing to achieve its outcomes, what is involved, and how success and progress are to be measured.
 - Sections 1.2 Agency resource statement and 1.3 Budget measures summarise resource information into two tables. The new agency resource statement details the source and nature of all the resources available to the agency. Budget measures information reflects the information covered in Budget Paper 2, with the output group against which the measures are to be pursued included to improve cross-referencing.

Agency Resources and Planned Performance (continued)	
Section 2: Outcomes and planned performance	<ul style="list-style-type: none"> • The outcomes section has undergone significant change to reorient agency reporting towards agencies' results in contributing to outcomes and away from a focus on activities and processes. • The outcome resource statement provides lower level resourcing information for general users at the results level, grouped by output group rather than appropriation type, as was previously the case. • Following the outcome resource statement, agencies use output groups for each outcome to group their intended contributions and the performance indicators used to assess the agency's effectiveness. By focusing on the results and impacts agencies are making towards outcomes, the revised PB Statements detail how agencies contribute to outcomes, rather than detailing activities.
Section 3: Explanatory tables and budgeted financial statements	<ul style="list-style-type: none"> • This section has been reworked to increase the readability of technical financial information. The section now includes: <ul style="list-style-type: none"> – an explanation of any differences at agency level between the information included in the Budget Papers and the PB Statements arising from the use of the GFS and AAS accounting methodologies – explanatory tables to provide supplementary information on the reconciliation between total available appropriation and outcome attribution, the rephasing and use of appropriations, Special Account flows and Australian Government Indigenous expenditure. • The capital budget statement and the property, plant, equipment and intangibles statements are no longer mandatory in the financial statements. This change has been made because, for most agencies, the information provided was of little value. Agencies with significant investment programs and/or balance sheets may continue using the statements to better explain their overall position.
Glossary	Explains key terms relevant to the portfolio.
Index	Alphabetical guide to the PB Statements.

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PORTFOLIO OVERVIEW

PORTFOLIO OVERVIEW

MINISTERS AND PORTFOLIO RESPONSIBILITIES

The Prime Minister and Cabinet portfolio agencies produce a range of outputs required for well-coordinated, efficient and accountable public administration supported by a values-based Australian Public Service. The principal responsibilities that fall within the purview of the Prime Minister and Cabinet portfolio were described in the Administrative Arrangement Orders (AAO) of 25 January 2008 and comprise:

- Coordination of government administration
- Assistance to Cabinet and its committees
- Policy advice and administrative support to the Prime Minister
- Intergovernmental relations and communications with state and territory governments
- Australian honours and symbols policy
- Government ceremonial and hospitality
- Counter-terrorism policy coordination
- National security policy coordination
- Work and family policy coordination
- Privacy
- Freedom of information.

The principal responsibilities of the portfolio have not changed since the issue of the AAO of 25 January 2008 except for the transfer of the National Archives of Australia (the Archives) into the Prime Minister and Cabinet portfolio from the Finance and Deregulation portfolio with effect from 1 May 2008. Budget statements for the Archives are included in this Budget document.

On 1 May 2008 the Australian Government announced plans to establish Old Parliament House (OPH) as an executive agency under the *Public Service Act 1999*. OPH, currently administered as part of the Department of the Environment, Water, Heritage and the Arts, will be transferred to the Prime Minister and Cabinet portfolio with effect from 1 July 2008. The budget for this function is currently reported in the Department of the Environment, Water, Heritage and the Arts PB Statements 2008-09. Following establishment of the entity, separate statements will be prepared for OPH and included in future Budget statements for the Prime Minister and Cabinet portfolio.

Portfolio Overview

No other changes have occurred that impact on the portfolio structure since the issue of the Portfolio Additional Estimates Statements 2007–08.

A diagrammatic representation of the structure and outcomes of the portfolio is provided at Figure 1 on page 7.

The **Department of the Prime Minister and Cabinet** (PM&C) has five output groups to achieve its planned outcome—sound and well-coordinated government policies, programs and decision-making processes:

- Output Groups 1–4: These groups contribute to PM&C’s planned outcome through the analysis of major policy issues and design of strategic solutions, particularly in matters relating to economic and international policy agendas, industry, infrastructure, environmental, social, international and national security issues. The groups play a lead role in coordinating relevant portfolios, state and territory governments and other stakeholders to progress priorities through the Council of Australian Governments (COAG) and the initiatives that were identified at the 2020 Policy Summit.
- Output Group 5: This group provides policy advice on parliamentary, machinery of government, legal and cultural issues, and a range of support services, including secretariat services to Cabinet and its committees and to the Executive Council; monitors the implementation of Cabinet decisions; develops and coordinates the government’s legislative program; coordinates and promotes awards and national symbols; supports the official establishments, former Governors-General and the Governor-General designate; and administers State occasions and the official visits program.

The AAO of 3 December 2007 established the **Department of Climate Change** as a separate department of state within the portfolio. The Department of Climate Change leads the development and coordination of Australia’s climate change policy. It is responsible for policy advice, policy implementation and program delivery in three areas: reducing Australia’s greenhouse gas emissions; adapting to the impacts of climate change that cannot be avoided; and helping to shape a global solution.

For budget purposes, separate documents are prepared for the Department of Climate Change and its related agency, the Office of the Renewable Energy Regulator. Further information can be obtained by reference to the Department of Climate Change PB Statements 2008–09 – Budget Related Paper No. 1.15B.

The **Australian Institute of Family Studies** (AIFS) is an Australian Government statutory authority established under the *Australian Family Law Act (1975)*. The institute was established in February 1980 to promote the identification and understanding of factors affecting marital and family stability in Australia. The agency aims to inform government, policy makers and other stakeholders on factors affecting how families function.

The **Australian National Audit Office (ANAO)** – the Auditor –General, assisted by the ANAO, is responsible for undertaking audits of the financial statements and performance of Australian Government public sector agencies. The ANAO has two outcomes: independent assessment of the performance of selected Australian Government public sector activities, including the scope for improving efficiency and administrative effectiveness; and, independent assurance of Australian Government public sector financial reporting, administration, control and accountability.

The **Australian Public Service Commission** (the Commission) is a central agency with a leadership role in contributing to the future capability and sustainability of the Australian Public Service (APS). The Commission works to achieve a planned outcome of fostering a confident, high-quality, values-based and sustainable Australian Public Service. The Commission's three output groups are Australian Public Service policy and employment services, development programs, and better practice and evaluation.

The **Office of National Assessments (ONA)** provides assessments on international developments, including political, strategic and economic developments, to the Prime Minister, senior ministers and senior officials. The ONA is also responsible for coordinating and evaluating Australia's foreign intelligence activities.

The **National Archives of Australia** (the Archives) works to achieve two planned outcomes:

- Commonwealth institutions have access to recordkeeping products and services that enable them to account for their actions and decisions through full, authentic and reliable records; and
- to ensure Australians have access to a national archival collection that assists them to understand their heritage and democracy.

The **Office of the Commonwealth Ombudsman** (the Ombudsman) works to ensure that administrative action by Australian Government is fair and accountable. The Ombudsman's two outputs are review of administrative action and review of statutory compliance in specified areas.

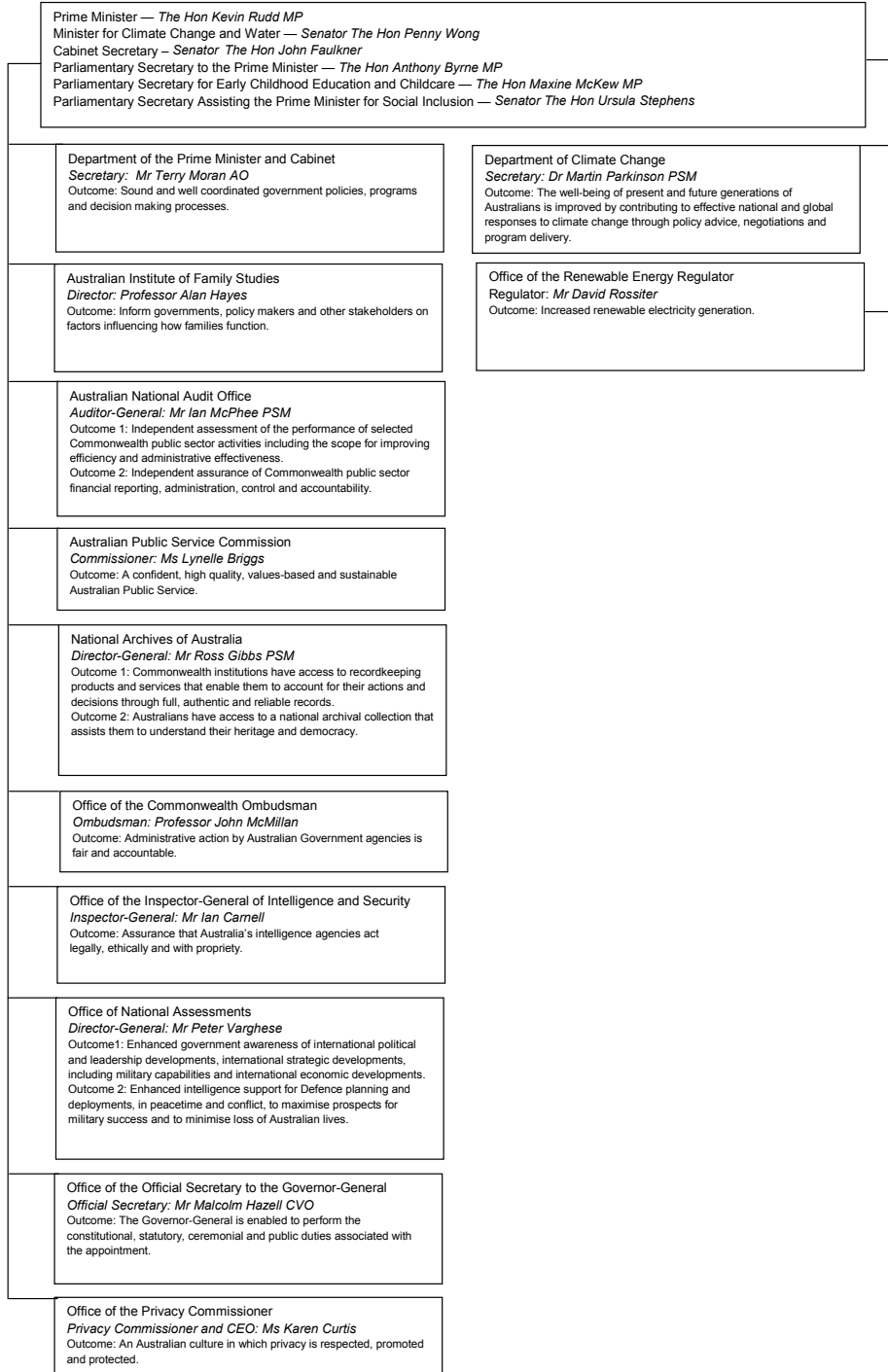
The **Office of the Inspector-General of Intelligence and Security (OIGIS)** works to provide assurance that Australia's intelligence agencies act legally, ethically and with propriety. The Office does this through one output: to inspect, inquire into and report on the activities of the intelligence and security agencies.

The **Office of the Official Secretary to the Governor-General** (the Office) was established by the Constitution of the Commonwealth of Australia. The planned outcome for the Office of the Official Secretary to the Governor-General is that the Governor-General is enabled to perform the constitutional, statutory, ceremonial and public duties associated with the appointment.

Portfolio Overview

The **Office of the Privacy Commissioner (OPC)** is an independent office which has responsibilities under the *Privacy Act 1988*. The focus of the OPC is to promote an Australian culture that respects privacy. In achieving this, the OPC recognises that this right should be balanced against other important social interests such as the free flow of information and the need for government business to operate efficiently.

Figure 1: Portfolio structure and outcomes



PORTFOLIO RESOURCES MADE AVAILABLE IN THE BUDGET YEAR

Table 1: Portfolio resources made available in the Budget year

	Appropriation			Receipts	Total
	Bill No. 1 \$'000	Bill No. 2 \$'000	Special \$'000	\$'000	\$'000
Department of the Prime Minister and Cabinet					
Administered appropriations	9,456	-	1,249	-	10,705
Departmental appropriations	92,979	4,015	-	-	96,994
Total:	102,435	4,015	1,249	-	107,699
Australian Institute of Family Studies					
Administered appropriations	-	-	-	-	-
Departmental appropriations	4,037	-	-	7,842	11,879
Total:	4,037	-	-	7,842	11,879
Australian National Audit Office					
Administered appropriations	-	-	-	-	-
Departmental appropriations	62,106	-	392	1,856	64,354
Total:	62,106	-	392	1,856	64,354
Australian Public Service Commission					
Administered appropriations	-	-	-	-	-
Departmental appropriations	21,718	475	19,175	-	41,368
Total:	21,718	475	19,175	-	41,368
National Archives of Australia					
Administered appropriations	-	-	-	-	-
Departmental appropriations	66,316	-	-	1,765	68,081
Total:	66,316	-	-	1,765	68,081
Office of the Commonwealth Ombudsman					
Administered appropriations	-	-	-	-	-
Departmental appropriations	17,737	-	-	1,765	19,502
Total:	17,737	-	-	1,765	19,502

Continued on next page.

Table 1: Portfolio resources made available in the Budget year (continued)

	Appropriation			Receipts	Total
	Bill No. 1 \$'000	Bill No. 2 \$'000	Special \$'000	\$'000	\$'000
Office of the Inspector-General of Intelligence and Security					
Administered appropriations	-	-	-	-	-
Departmental appropriations	1,899	-	-	-	1,899
Total:	1,899	-	-	-	1,899
Office of National Assessments					
Administered appropriations	-	-	-	-	-
Departmental appropriations	31,992	6,100	-	-	38,092
Total:	31,992	6,100	-	-	38,092
Office of the Official Secretary to the Governor-General					
Administered appropriations	1,263	-	365	-	1,628
Departmental appropriations	11,659	1,946	-	-	13,605
Total:	12,922	1,946	365	-	15,233
Office of the Privacy Commissioner					
Administered appropriations	-	-	-	-	-
Departmental appropriations	6,444	-	-	850	7,294
Total:	6,444	-	-	850	7,294
Resources available within portfolio:					375,401

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DEPARTMENT OF THE PRIME MINISTER AND CABINET

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DEPARTMENT OF THE PRIME MINISTER AND CABINET

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION

The primary role of the department is to provide policy advice and administrative support to the Prime Minister and the Cabinet and to achieve a coordinated approach to the development and implementation of government policies. Advice and support is also provided to the Cabinet Secretary and parliamentary secretaries appointed to assist the Prime Minister to carry out his portfolio responsibilities. The mission of the department is:

- To contribute to the good governance of Australia by supporting the Prime Minister and the Cabinet Secretary in the effective development and delivery of policy across the whole of government.
- To achieve that goal by demonstrating excellence in leadership in the Australian Public Service.

The principal matters dealt with by the department are: coordination of government administration; assistance to Cabinet and its committees; intergovernmental relations and communications with state and territory governments; and government ceremonial and hospitality.

The department's planned outcome is *sound and well-coordinated government policies, programs and decision-making processes*, which is delivered through five output groups. Further information can be found in Section 2 of this Agency Budget Statement.

There have been no changes to the department's functions or outcome structure since the publication of the Portfolio Additional Estimates Statements 2007-08. The output structure has been amended slightly to identify major activities as separate outputs. Further information on these changes is provided in Section 2 of this Agency Budget Statement.

1.2 AGENCY RESOURCE STATEMENT

This section provides details of the estimated resources available to the department on an accrual basis using Australian Equivalents of International Financial Reporting Standards (AEIFRS). The methodology is consistent with the agency financial statements in Section 3 and agency annual reports.

PM&C Budget Statements

Resources identified in this section include amounts proposed in Appropriation Bill No.1 (ordinary net operating costs) and Appropriation Bill No.2 (administered expenses and non-operating costs or 'capital costs') and legislation containing special appropriations. It also contains estimates of other resources, including revenue from the sale of goods, services and assets, and from resources provided to the department free of charge.

Total income in 2008-09 for departmental outputs is \$94.8 million, reflecting an annual appropriation of \$93.0 million and resources received free of charge totalling \$1.8 million.

Total administered expenses are \$9.5 million which will be met by annual appropriation. In addition, the department will make cash payments of \$1.2 million from the special appropriation 'Allowances to former Governors-General'.

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.2 details the fiscal impact of the 2008-09 Budget measures.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior year amounts available in 2008–09 ⁴ \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate ⁵ 2008–09 \$'000	Estimated appropriation available [*] 2007–08 \$'000
Ordinary Annual Services¹				
Departmental outputs				
Departmental outputs	57,643	92,979	150,622	146,668
s. 31 relevant agency receipts ³	-	-	-	248
Total	57,643	92,979	150,622	146,916
Administered expenses				
Outcome 1	-	9,456	9,456	8,941
Total	-	9,456	9,456	8,941
Total ordinary annual services	A 57,643	102,435	160,078	155,857
Other services				
Administered expenses				
Specific payments to states, ACT, NT and local government				
Outcome 1	-	-	-	-
Total	-	-	-	-
New administered expenses				
Outcome 1	-	-	-	-
Total	-	-	-	-
Departmental non-operating²				
Equity injections	-	1,411	1,411	272
Previous years' outputs	-	2,604	2,604	-
Total	-	4,015	4,015	272
Administered non-operating				
Administered assets and liabilities	-	-	-	-
Total	-	-	-	-
Total other services	B -	4,015	4,015	1,249
Total Available Annual Appropriations	57,643	106,450	164,093	157,106
Special Appropriations⁷				
Special Appropriations limited by criteria/entitlement				
Allowance to former Governors- General – s. 5, GG Act (A)	-	1,249	1,249	909
Special Appropriations limited by amount				
NA	-	-	-	-
Total Special Appropriations	C -	1,249	1,249	909
Total Appropriations excluding Special Accounts	57,643	107,699	165,342	158,015

Continued on next page.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008 (continued)

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Special Accounts ⁶				
Opening balance	-	-	-	18,471
Appropriation receipts	-	-	-	-
Appropriation receipts – other agencies	-	-	-	-
Non-appropriation receipts to Special Accounts	-	-	-	12,439
Total Special Account D	-	-	-	30,910
Total resourcing	57,643	107,699	165,342	188,925
A + B + C + D				
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for Department of the Prime Minister and Cabinet	57,643	107,699	165,342	188,925

1 Appropriation Bill (No. 1) 2008–09.

2 Appropriation Bill (No. 2) 2008–09.

3 s. 31 Relevant Agency receipts — estimate.

4 Estimated adjusted balance carried from previous year for Annual Appropriations.

5 The total available departmental operating appropriation (outputs) will not equal the total of all outputs in the outcome resource statements as they budget for estimated appropriation attributable to outcomes and not the total available. For reconciliation see Table 3.1.1.

6 Estimated opening balance for special accounts. For further detail on special accounts see Table 3.1.3.

7 Appropriation receipts from agency annual and special appropriations for 2008–09 included above.

Third party drawdowns from and on behalf of other agencies

The department has no third party drawdown arrangements.

1.3 BUDGET MEASURES

Budget measures relating to the Department of the Prime Minister and Cabinet are detailed in Budget Paper No. 2. Table 1.2 provides a summary of government measures and identifies the relevant output groups associated with each measure.

Table 1.2: Agency 2008–09 Budget measures

	Output group	2007–08 \$'000	2008–09 \$'000	2009–10 \$'000	2010–11 \$'000	2011–12 \$'000
<u>Expense measures</u>						
Council of Australian Governments - additional resources to support the COAG reform agenda ²						
Administered expense	na	-	-	-	-	-
Departmental outputs	1	271	3,080	3,106	1,644	1,644
Australia 2020 Summit						
Administered expense	na	-	-	-	-	-
Departmental outputs	5	2,604	-	-	-	-
Social inclusion agenda ¹						
Administered expense	na	-	-	-	-	-
Departmental outputs	2	1,030	3,517	3,233	3,555	3,304
Cabinet Committee Secretariat Support – additional funding						
Administered expense	na	-	-	-	-	-
Departmental outputs	1 & 5	-	790	797	804	812
Department of the Prime Minister and Cabinet - enhanced strategic capacity						
Administered expense	na	-	-	-	-	-
Departmental outputs	4	-	8,606	9,393	9,544	9,529
Total expense measures						
Administered		-	-	-	-	-
Departmental		3,905	15,993	16,529	15,547	15,289
Total		3,905	15,993	16,529	15,547	15,289
<u>Capital measures</u>						
Department of the Prime Minister and Cabinet - enhanced strategic capacity						
Administered capital	na	-	-	-	-	-
Departmental capital	na	-	1,039	-	-	-
Cabinet Committee Secretariat Support – additional funding						
Administered capital	na	-	-	-	-	-
Departmental capital	na	-	60	-	-	-
Total capital measures						
Administered		-	-	-	-	-
Departmental		-	1,099	-	-	-
Total		-	1,099	-	-	-

1 This measure includes funding of \$8.7 million over four years appropriated at Additional Estimates 2007–08 and disclosed in the Portfolio Additional Estimates Statements. Refer measure title 'Social Inclusion Unit – establishment'.

2 This measure includes funding of \$0.3 million in 2007–08 appropriated at Additional Estimates 2007–08 and disclosed in the Portfolio Additional Estimates Statements. Refer measure title 'Commonwealth–State Relations and Regulatory Reform'.

Prepared on a Government Financial Statistics basis.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

There have been no changes to the department's outcome, or outcome structure, since the Portfolio Additional Estimates 2007-08. However, the output structure has been amended to separately identify major activities. This has resulted in the creation of the following new outputs:

- Output 4.1: Strategic Policy
- Output 2.3: Social Inclusion
- Output 5.6: Freedom of Information and Privacy Policy
- Output 5.7: 2020 Summit (for 2007-08 only).

The creation of these new outputs has resulted in the renumbering of outputs formerly reported under Output Group 4 to Output Group 5.

The revised output group structure is presented on the following page.

Output group structure

Output Group 1: Economic and Industry

- 1.1 Economic and Industry Policy

Output Group 2: Social Policy

- 2.1 Social Policy
- 2.2 Work and Family
- 2.3 Social Inclusion

Output Group 3: International and National Security Policy

- 3.1 International Policy
- 3.2 National Security Policy
Administered Item – National Counter-Terrorism Committee
- 3.3 APEC Taskforce¹

Output Group 4: Strategic Policy

- 4.1 Strategic Policy

Output Group 5: Support Services for Government Operations

- 5.1 Cabinet Support
- 5.2 Machinery of Government
Administered Item – National Australia Day Council
- 5.3 Support to Official Establishments
Administered item – Prime Minister’s official residences
- 5.4 Support for Ministerial Offices
Administered item – Allowances and support to former
Governors-General
- 5.5 Ceremonial and Hospitality
Administered item – State occasions and official visits
- 5.6 Freedom of Information and Privacy Policy
- 5.7 2020 Summit¹
- 5.8 Government Communications²

1 Activity is reported against Output 3.3: APEC Taskforce and Output 5.7: 2020 Summit for 2007–08 only reflecting the lapsing nature of these activities.

2 The Administrative Arrangements Order of 3 December 2007 resulted in the abolition of the Government Communications Unit (GCU) and the transfer of the aggregated media buying function and AUSPIC to the Department of Finance and Deregulation. These functions were previously reported against Output 5.3. For the 2008–09 Budget the outputs have been renumbered with GCU and AUSPIC being reported against *Output 5.8: Government Communications* in 2007–08 for the period that these functions were part of the Department of the Prime Minister and Cabinet. The remaining functions from Output 5.3 were transferred to *Output 5.4: Support for Ministerial Offices*.

2.1 OUTCOME 1

Sound and well-coordinated government policies, programs and decision-making processes.

2.1.1 Outcome 1 Strategy

Through the provision of policy advice and administrative support to the Prime Minister and the Cabinet the department contributes to the development of sound and well-coordinated government policies, programs and decision-making processes. The major contributions to this outcome are:

- the analysis of major policy issues and design of strategic solutions, particularly in matters relating to economic and international policy agendas, industry, infrastructure, environmental, social, international and national security issues
- taking a lead role in coordinating relevant portfolios, state and territory governments and other stakeholders to progress priorities through the Council of Australian Governments (COAG) and the initiatives that were identified at the 2020 Policy Summit
- providing policy advice on parliamentary, machinery of government, legal and cultural issues
- providing a range of support services, including secretariat services to Cabinet and its committees and to the Executive Council
- monitoring the implementation of Cabinet decisions
- developing and coordinating the government's legislative program
- coordinating and promoting awards and national symbols
- supporting the official establishments, former Governors-General and the Governor-General designate
- administering State occasions and the official visits program.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: Sound and well-coordinated government policies, programs and decision-making processes.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1.1:		
Departmental Outputs		
Economic and Industry	16,117	16,241
Revenues from other sources (s. 31)	-	-
Subtotal for Output Group 1.1	16,117	16,241
Output Group 1.2:		
Departmental Outputs		
Social Policy	18,732	17,584
Revenues from other sources (s. 31)	-	-
Subtotal for Output Group 1.2	18,732	17,584
Output Group 1.3:		
Administered items:		
National Counter Terrorism	105	104
Departmental Outputs		
International and National Security Policy ¹	21,267	86,896
Revenues from other sources (s. 31)	-	-
Subtotal for Output Group 1.3	21,372	87,000
Output Group 1.4:		
Departmental Outputs		
Strategic Policy	8,886	-
Revenues from other sources (s. 31)	-	-
Subtotal for Output Group 1.4	8,886	-

Continued on next page.

1 There is a significant decrease in funding between years reflecting the lapsing of APEC funding in 2007-08.

Table 2.1: Total resources for Outcome 1 (continued)

	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1.5:		
Administered items:		
National Australia Day Council	2,403	2,370
Prime Minister's official residences	1,807	1,782
Compensation and legal expenses	405	399
Support to designated and former Governors-General	1,615	1,208
State occasions and official visits	3,121	3,078
Special Appropriations:		
s. 5 <i>Governor-General Act 1974 (Administered)</i>	1,249	909
Departmental Outputs		
Support Services for Government Operations	27,977	28,551
Revenues from other sources (s. 31)	-	248
Special Accounts		
Total of all Special Accounts		
Opening balance	-	18,471
Non-appropriation receipts to Special Accounts	-	12,439
Subtotal for Output Group 1.5	38,577	69,455
Total resources for Outcome 1	103,684	190,280
	2008–09	2007–08
Average staffing level (number)	506	528

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.1.4 Contributions to Outcome 1

Output Group 1.1: Economic and Industry

Output Group 1.1: Economic and Industry	
<p>Policy advice, briefing and support to the Prime Minister and portfolio ministers in relation to domestic and international economic conditions; financial markets; workplace relations; fiscal policy; taxation; superannuation; industry; science, energy and resources; infrastructure (including transport and communications); environment; heritage, natural resource management, rural and regional; and small business.</p> <p>Development of reform proposals with other Commonwealth agencies and state and territory officials in relation to business regulation and competition, infrastructure, housing, and climate change and water for consideration by the Council of Australian Governments (COAG) before the end of 2008.</p> <p>The group also coordinates the department's contribution to the budget process and manages and coordinates the work program of COAG.</p> <p><i>Components of Output Group 1:</i></p> <p>1.1.1 Economic and Industry Policy</p>	
Key performance indicators	2008–09 target
Satisfaction of the Prime Minister, Cabinet Secretary and other agencies with the department's contribution to budget process coordination and policy advice.	High level of satisfaction with the quality, accuracy and timeliness of policy advice, including the provision of innovative solutions for advancing issues, as expressed through formal and informal feedback mechanisms.
Anticipate requirements of the Prime Minister, the Cabinet Secretary, their offices and the departmental Executive.	High level of satisfaction.
Satisfaction of other central agencies and portfolio departments, including in regard to the cooperation and collaboration of the department in managing its responsibilities and input to the budget process.	High level of satisfaction, as expressed through formal and informal feedback mechanisms.
Satisfaction of the Prime Minister and other agencies with the department's contribution to COAG. Successful coordination and support for COAG meetings and ensuring a well-coordinated delivery of the broad COAG agenda.	High level of satisfaction, as expressed through formal and informal feedback mechanisms.

Output Group 1.2: Social Policy

Output Group 1.2: Social Policy	
<p>Policy advice, briefing and support to the Prime Minister in relation to work and family; social inclusion; health and ageing; immigration; income support; Indigenous policy; education and employment assistance; community services; veterans' affairs; and family payments and services.</p> <p>Policy advice to the Deputy Prime Minister on social inclusion matters and support for the government's Australian Social Inclusion Board.</p> <p>Development of reform proposals with other Commonwealth agencies and state and territory officials in relation to health, education, housing and Indigenous affairs for consideration by COAG before the end of 2008. A key priority is to oversee the government's new directions for childcare and early childhood education, and the COAG early childhood agenda, including for Indigenous Australians.</p> <p>Design and implementation of national exercises on pandemic preparedness as part of whole-of-government planning to prevent and prepare for a possible human influenza pandemic.</p> <p><i>Components of Output Group 1.2:</i></p> <p>1.2.1 Social Policy</p> <p>Advice, briefing and support to the Prime Minister on social policy issues.</p> <p>1.2.2 Work and Family</p> <p>Advice, briefing and support to the Prime Minister on work and family issues, including childcare and early childhood education, childcare and family impact statements. Manage and develop the <i>State of the Family</i> report.</p> <p>1.2.3 Social Inclusion</p> <p>Advice to the Deputy Prime Minister on social inclusion matters and support to the Australian Social Inclusion Board (ASIB).</p>	
Key performance indicators	2008–09 target
Satisfaction of the Prime Minister, the Deputy Prime Minister (for social inclusion), the parliamentary secretaries, their offices and the departmental Executive.	High level of satisfaction with the quality, accuracy and timeliness of policy advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.
Satisfaction of the chair of the ASIB with the quality and timeliness of papers for consideration by the board and the support provided to the board by the department secretariat.	High level of satisfaction, as expressed through formal and informal feedback mechanisms. The ASIB is expected to hold six meetings during 2008–09.
Pandemic exercises achieve their exercise objectives and provide a basis for reviewing and refining plans and policies where appropriate.	Pandemic exercises held, consistent with agreed timeframe and budget.
Satisfaction of the Prime Minister, the Minister Assisting and the parliamentary secretaries, their offices and the departmental Executive with advice, briefing and support on work and family issues.	High level of satisfaction with the quality, accuracy and timeliness of policy advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.

Output Group 1.2: Social Policy (continued)	
Key performance indicators	2008–09 target
Satisfaction of the Prime Minister and key stakeholders with the first annual <i>State of the Family</i> report.	High level of satisfaction and public interest.

Output Group 1.3: International and National Security Policy

Output Group 1.3: International and National Security Policy	
<p>Policy advice, briefing and support to the Prime Minister on international issues, including trade and aid policy. Development of a targeted program of overseas visits by the Prime Minister designed to promote and protect Australia's major national interests.</p> <p>Policy advice, briefing and support to the Prime Minister on national security issues, including defence policy and operations, defence capabilities, intelligence, non-proliferation, counter-terrorism, border protection, hazardous materials control, research for national security, emergency management and certain criminal law enforcement issues, including through coordination across Australian Government agencies and, as appropriate, with the states and territories.</p> <p><i>Components of Output Group 1.3:</i></p> <p>1.3.1 International Policy</p> <p>Advice, briefing and support to the Prime Minister, the parliamentary secretaries and their officers on Australia's international relationships.</p> <p>1.3.2 National Security Policy</p> <p>Advice, briefing and support to the Prime Minister, the parliamentary secretaries, their officers and the departmental Executives on national security issues.</p> <p><i>Administered item:</i> National Counter-Terrorism Committee.</p> <p>1.3.3 APEC Taskforce (2007–08 only)</p>	
Key performance indicators	2008–09 target
Satisfaction of the Prime Minister with advice, briefing and support in relation to international issues.	High level of satisfaction with the quality, accuracy and timeliness of policy advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.
Satisfaction of the Prime Minister with advice, briefing and support in relation to national security issues.	High level of satisfaction with the quality, accuracy and timeliness of policy advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.

Output Group 1.3: International and National Security Policy (continued)	
Key performance indicators	2008–09 target
<p>Development of National Security Strategy Statement.</p> <p>Coordination of the government's response to the Homeland and Border Security Review.</p> <p>Review of Maritime Security Enforcement programs.</p> <p>Finalisation of the COAG Review of Hazardous Materials.</p> <p>Successful management of domestic and international collaborative research programs.</p>	<p>High level of satisfaction with the quality, accuracy and timeliness of advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.</p>
<p>Satisfaction with secretariat support provided to the National Counter-Terrorism Committee.</p>	<p>High level of satisfaction with the quality and timeliness of secretariat services.</p>

Output Group 1.4: Strategic Policy

Output Group 1.4: Strategic Policy	
<p>Strategic advice and analysis in relation to domestic and international issues. Supporting the Prime Minister and the Cabinet in delivering key priorities such as the Council of Australian Governments reform agenda and initiatives identified at the Australia 2020 Summit.</p> <p><i>Components of Output Group 1.4:</i></p> <p>1.4.1 Strategic Policy</p>	
Key performance indicators	2008–09 target
<p>Satisfaction of the Prime Minister with advice, briefing and support in relation to strategic policy.</p>	<p>High level of satisfaction with the quality, accuracy and timeliness of advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.</p>

Output Group 1.5: Support Services for Government Operations

Output Group 1.5: Support Services for Government Operations	
<i>Components of Output Group 1.5:</i>	
1.5.1 Cabinet Support	
Provision of secretariat and support services for the Cabinet Secretary, the Cabinet, its committees and the Federal Executive Council. The delivery of Community Cabinet meetings and the monitoring of the implementation of key government decisions.	
1.5.2 Machinery of Government	
Advice, briefing and support on parliamentary, machinery of government, legal and cultural issues, including on presentation of the government's decisions in these areas. Policy coordination and promotion of the national honours system and national symbols. Support to the National Australia Day Council in complying with its grant funding deed.	
<i>Administered item:</i> National Australia Day Council.	
1.5.3 Support to Official Establishments	
Management of the Prime Minister's official residences. Secretariat support for the Official Establishments Trust.	
1.5.4 Support for Ministerial Offices	
Provision of services for the Prime Minister, the Cabinet Secretary and the parliamentary secretaries. Administration of allowances and support to former and designated Governors-General.	
<i>Administered item:</i> Allowances and support to former and designated Governors-General.	
1.5.5 Ceremonial and Hospitality	
Management of state occasions and official visits. Support services to the government relating to overseas visits by the Prime Minister, government hospitality for overseas dignitaries and official ceremonies.	
<i>Administered item:</i> State occasions and official visits.	
1.5.6 Freedom of Information and Privacy Policy	
Provide advice, briefing and support to the Prime Minister and government on national and international freedom of information and privacy policy.	
1.5.7 2020 Summit (2007–08 only)	
Planning, logistics and secretariat support for the Australia 2020 Summit.	
1.5.8 Government Communications (2007–08 only)	
Coordination of government communications.	
Key performance indicators	2008–09 target
Satisfaction of the Prime Minister, the Cabinet Secretary, the parliamentary secretaries, their offices and the departmental Executive with the timeliness and quality of briefing material, advice provided and services delivered.	High level of satisfaction with the quality, accuracy and timeliness of advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.

Output Group 1.5: Support Services for Government Operations (continued)	
Key performance indicators	2008–09 target
The degree of satisfaction of the Prime Minister, the Cabinet Secretary, the Cabinet and its committees with the organisation, coordination and support provided to meetings of the Cabinet and its committees. The expectation is that there will be 148 Cabinet and committee meetings, with 14 to be held outside of Canberra.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes.
The degree of satisfaction of the Federal Executive Council with the organisation, coordination and support provided to its meetings. The expectation is that there will be 30 meetings.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes. Papers and schedules are delivered to Government House two working days prior to an Executive Council meeting.
The degree of satisfaction of the Secretaries Committee on National Security with the organisation, coordination and support provided to its meetings. The expectation is that there will be 13 meetings.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes.
The degree of satisfaction of the Prime Minister and the Cabinet with the organisation, coordination and support provided to the Community Cabinet. The expectation is that there will be 10 meetings.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes. Meetings, briefings, reports and minutes to be delivered within agreed timeframes.
The degree of satisfaction of the Prime Minister, ministers, Portfolio Secretaries, the Cabinet Secretary and the departmental Executive with the monitoring of and reporting on the implementation of key government decisions. The expectation is that some 100 policy initiatives will be monitored at any given time throughout the year.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes. Quarterly reports are of a high quality, delivered on time and consistent with agreed formats.
Satisfaction of the Prime Minister with the support services relating to overseas visits.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes, as expressed through formal and informal feedback mechanisms.
The degree of satisfaction of the Prime Minister, the Cabinet Secretary, the parliamentary secretaries, their offices, the departmental Executive and the Governor-General's Office with: <ul style="list-style-type: none"> • visits to Australia by heads of state and government • arrangements for the Prime Minister's overseas visits • state occasions • advice on relevant matters, including official gifts. 	High level of satisfaction with the benefits from the program of official visits, as assessed by the sponsoring minister, minister's office or department, together with Australian and foreign diplomatic representatives.

Output Group 1.5: Support Services for Government Operations (continued)	
Key performance indicators	2008–09 target
Facilitation of eight head-of-state and head-of-government visits, 25 ministerial visits and four state funerals.	Delivered to agreed timeframes and high level of satisfaction.
Satisfaction of the Prime Minister, the Cabinet Secretary, the parliamentary secretaries, their offices and the departmental Executive with management of the government’s hospitality for overseas dignitaries and official ceremonies.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes.
2020 Summit outcomes are presented for publication to an agreed quality and on a timely basis.	High level of satisfaction from 2020 Summit participants and the Prime Minister and achievement of key tasks delivered to agreed timeframes. High level of public interest in publication.
Satisfaction of the occupants with the management, serviceability and standard of the Prime Minister’s official residences. This must be consistent with the status of the residences as part of the National Estate and in line with statutory heritage and planning obligations.	High level of satisfaction and achievement of key tasks delivered to agreed timeframes.
Satisfaction with secretariat support for the Official Establishments Trust.	High level of satisfaction with quality and timeliness of advice and secretariat support.
Provision of office services for the Prime Minister, the Cabinet Secretary, the parliamentary secretaries, their offices and the departmental Executive.	High level of satisfaction with the quality, accuracy and timeliness of advice and achievement of key tasks, as expressed through formal and informal feedback mechanisms.
Former Governors-General and the Governor-General designate receive allowances and support in accordance with their entitlements.	Payments made on time and in accordance with entitlements. High level of satisfaction from former Governors-General and the Governor-General designate with the level of support provided and payment of allowances.
National Australia Day Council grant administered in compliance with the reporting mechanisms, objectives and other provisions of the grant funding deed.	High level of satisfaction from council members and departmental Executive with management and reporting of the National Australia Day Council.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency's asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	150,622
Less estimated payments in 2008–09	93,126
Estimated departmental outputs carried forward and available for 2009–10	57,496

3.1.2 Movement of administered funds between years

Administered funds can be provided for a specified period, for example under annual Appropriation Acts. Funds not used in the specified period are subject to review by the Minister for Finance and Deregulation, and may be moved to a future period, in accordance with provisions in legislation.

The Department of the Prime Minister and Cabinet has no movement of administered funds between years to report for the 2008–09 financial year.

3.1.3 Special Accounts

Special Accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister's Determination under the *Financial Management and Accountability Act 1997* or under separate enabling legislation. Table 3.1.3 shows the expected additions (receipts) and reductions (payments) for each account used by the Department of the Prime Minister and Cabinet.

Table 3.1.3: Estimates of Special Account cash flows and balances

	Opening balance 2008-09	Receipts 2008-09	Payments 2008-09	Adjustments 2008-09	Closing balance 2008-09
	<i>2007-08</i>	<i>2007-08</i>	<i>2007-08</i>	<i>2007-08</i>	<i>2007-08</i>
Outcome	\$'000	\$'000	\$'000	\$'000	\$'000
Media Commissions – s. 20 FMA Act (A) ¹	-	-	-	-	-
	1 13,819	9,127	1,371	21,575	-
Campaign Advertising – s. 20 FMA (D) ¹	-	-	-	-	-
	1 4,652	3,312	402	7,562	-
Services for other Government and Non-Agency Bodies (D) ²	-	-	-	-	-
	1,058	-	-	1,058	-
Other Trust Moneys – s. 20 FMA Act (D) ²	-	-	-	-	-
	-	-	-	-	-
Total special accounts					
2008-09 Budget estimate	-	-	-	-	-
Total special accounts 2007-08 estimated actual	19,529	12,439	1,773	30,195	-

A = administered; D = departmental; FMA Act = *Financial Management and Accountability Act 1997*.

- 1 The AAO of 3 December 2007 transferred the media buying function to the Department of Finance and Deregulation. Thus these two special accounts were closed during the 2007-08 financial year.
- 2 Represents moneys temporarily held in trust for other persons and is therefore not included in the total resources available for this department. Budget estimates are not included as future transactions cannot be anticipated.

3.1.4 Australian Government Indigenous expenditure

Table 3.1.4: Australian Government Indigenous expenditure

Outcome	Appropriations				Other \$'000	Total \$'000	Output group
	Bill No. 1 \$'000	Bill No. 2 \$'000	Special Approp \$'000	Total Approp \$'000			
	Department of the Prime Minister and Cabinet						
Outcome 1							
Administered 2008–09	-	-	-	-	-	-	na
<i>Administered 2007–08</i>	-	-	-	-	-	-	na
Departmental 2008–09	736	-	-	736	-	736	2
<i>Departmental 2007–08</i>	1,336	-	-	1,336	-	1,336	2
Total Outcome 2008–09	736	-	-	736	-	736	2
<i>Total Outcome 2007–08</i>	<i>1,336</i>	-	-	<i>1,336</i>	-	<i>1,336</i>	<i>2</i>
Total AGIE 2008–09	736	-	-	736	-	736	2
<i>Total AGIE 2007–08</i>	<i>1,336</i>	-	-	<i>1,336</i>	-	<i>1,336</i>	<i>2</i>

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

There are no significant differences between the resource information presented in the Budget Papers and PB Statements as a result of differences between Australian Accounting Standards (AAS) and Government Finance Statistics (GFS).

3.2.2 Analysis of budgeted financial statements

Budgeted departmental income statement

Departmental income for 2008–09 is estimated at \$94.8 million, \$93.0 million of which represents departmental output appropriation and \$1.8 million of which is for activities that are provided to the agency free of charge. When compared to the estimated actual income figure for 2007–08 this represents a decrease of \$59.9 million. This reduction principally reflects the effect of programs, such as APEC, that lapse in 2007–08, the full year impact of the additional 2% efficiency dividend, the abolition of the Government Communications Unit and the transfer of the aggregated media buying function and AUSPIC to the Department of Finance and Deregulation in 2007. These reductions have been partially offset by increased funding for the budget measures detailed in Table 1.2 of this Budget document.

A surplus in the order of \$7.9 million, representing unspent APEC funding, is anticipated for 2007–08. APEC was funded on a 'no win, no loss' basis and any unspent funds will be returned to the Budget. The department is budgeting to break-even in 2008–09 and the forward years.

Budgeted departmental balance sheet

There is very little movement expected in the balance sheet over the forward estimate period. Equity is estimated at over \$60 million, with total assets of \$89.8 million offset by liabilities of \$27.0 million. Financial assets are expected to be around \$61.5 million, compared to liabilities of \$27.0 million, which comprises payables of \$14.7 million and provisions of \$12.3 million.

Budgeted departmental cash flows

The cash flow is consistent with, and representative of, the transactions reported in the income statement, adjusted for any non-cash items and anticipated asset sales and purchases.

Schedule of budgeted income and expenses administered on behalf of government

In 2007–08 the only source of administered revenue was the receipt of funds through the Media Commissions Special Account. The AAO dated 3 December 2007 transferred the media buying function to the Department of Finance and Deregulation.

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Accordingly, the administered revenue estimates have been revised down to zero from 2008–09 onwards.

In 2008–09 the total expense administered on behalf of the government is expected to be \$9.5 million, \$2.0 million less than in 2007–08. This reduction reflects the transfer of the media buying function to the Department of Finance and Deregulation. The department will administer \$9.5 million of annual administered appropriation as detailed in Table 2.1.

Schedule of budgeted assets and liabilities administered on behalf of government

Administered assets are budgeted at \$42.5 million as at 30 June 2009, \$41.7 million of which represents the two official residences and their contents. When compared to 2007–08, this represents a reduction of \$2.3 million. This reduction principally reflects the transfer of the media buying function to Finance.

The department administers the payments of superannuation entitlements to former Governors-General in accordance with the Act. This is reflected in the reduction of the budgeted liability for personal benefits (superannuation entitlements) over the forward estimates period and is funded through a special appropriation. The liability is subject to actuarial assessment for financial reporting purposes.

Schedule of budgeted administered cash flows

The cash flow is consistent with, and representative of, the transactions reported in the schedule of income and expenses, adjusted for any anticipated asset sales and purchases.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	149,272	92,979	90,337	89,041	88,396
Goods and services	248	-	-	-	-
Other	3,312	-	-	-	-
Total revenue	152,832	92,979	90,337	89,041	88,396
Gains					
Other	1,800	1,800	1,800	1,800	1,800
Total gains	1,800	1,800	1,800	1,800	1,800
Total income	154,632	94,779	92,137	90,841	90,196
EXPENSE					
Employees	57,135	55,264	54,470	53,301	53,157
Suppliers	76,934	30,279	28,426	28,333	28,023
Grants	3,600	3,600	3,600	3,600	3,600
Depreciation and amortisation	8,861	5,636	5,641	5,607	5,416
Write-down of assets and impairment of assets	210	-	-	-	-
Total expenses	146,740	94,779	92,137	90,841	90,196
Surplus (Deficit) before income tax	7,892	-	-	-	-
Income tax expense	-	-	-	-	-
Surplus/(Deficit)	7,892	-	-	-	-
Surplus (Deficit) attributable to the Australian Government	7,892	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	193	483	65	462	462
Other receivables	57,192	59,652	65,953	71,047	76,992
GST receivable	848	400	379	382	382
Other	920	922	923	925	925
Total financial assets	59,153	61,457	67,320	72,816	78,761
Non-financial assets					
L&B, IPE and intangible assets	28,964	26,739	23,123	19,516	14,100
Work in progress	896	902	907	911	911
Prepayments	696	716	735	755	755
Total non-financial assets	30,556	28,357	24,765	21,182	15,766
Total assets	89,709	89,814	92,085	93,998	94,527
LIABILITIES					
Provisions					
Employees	12,741	12,225	12,704	13,202	13,202
Other	68	74	79	83	83
Total provisions	12,809	12,299	12,783	13,285	13,285
Payables					
Suppliers	14,115	13,319	15,081	16,492	17,021
Other	1,354	1,354	1,354	1,354	1,354
Total payables	15,469	14,673	16,435	17,846	18,375
Total liabilities	28,278	26,972	29,218	31,131	31,660
Net assets	61,431	62,842	62,867	62,867	62,867

Continued on next page.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
EQUITY					
Parent entity interest					
Contributed equity	31,699	33,110	33,135	33,135	33,135
Reserves	4,915	4,915	4,915	4,915	4,915
Retained surpluses or accumulated deficits	24,817	24,817	24,817	24,817	24,817
Total parent entity interest	61,431	62,842	62,867	62,867	62,867
Total equity	61,431	62,842	62,867	62,867	62,867
Current assets	59,849	62,173	68,055	73,571	79,516
Non-current assets	29,860	27,641	24,030	20,427	15,011
Current liabilities	28,278	26,972	29,218	21,131	21,660
Non-current liabilities	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	262	-	-	-	-
Appropriations	137,419	94,126	89,041	87,961	82,453
Campaign Advertising Special Acc	3,312	-	-	-	-
GST refunds	8,184	3,217	2,570	2,511	2,511
Total cash received	149,177	97,343	91,611	90,472	84,964
Cash used					
Employees	61,345	55,780	53,991	52,803	53,157
Suppliers	76,046	29,296	24,883	25,142	25,694
Grants	3,600	3,600	3,600	3,600	3,600
GST paid	8,112	2,739	2,501	2,519	2,511
Total cash used	149,103	91,415	84,975	84,064	84,962
Net cash from or (used by) operating activities	74	5,928	6,636	6,408	2
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	272	-	-	-	-
Total cash received	272	-	-	-	-
Cash used					
Purchase of property, plant and equipment	4,772	3,411	2,025	2,000	-
Total cash used	4,772	3,411	2,025	2,000	-
Net cash from or (used by) investing activities	(4,500)	(3,411)	(2,025)	(2,000)	-

Continued on next page.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	272	1,411	25	-	-
Proceeds from issuing financial					
Total cash received	272	1,411	25	-	-
Net cash from or (used by) financing activities	272	1,411	25	-	-
Net increase or (decrease) in cash held	(4,154)	3,928	4,636	4,408	2
Cash at the beginning of the reporting period	774	193	483	65	(2)
Cash transferred to/(from) the OPA	(3,573)	3,638	5,054	4,011	-
Cash at the end of the reporting period	193	483	65	462	-

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	24,817	-	4,915	31,699	61,431
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	24,817	-	4,915	31,699	61,431
Income and expense					
Income and expenses recognised directly in equity:					
Gain/loss on revaluation of property	-	-	-	-	-
Subtotal income and expense	24,817	-	4,915	31,699	61,431
Surplus (deficit) for the period	-	-	-	-	-
Total income and expenses recognised directly in equity	24,817	-	4,915	31,699	61,431
Transactions with owners					
<i>Distribution to owners</i>					
Returns on capital					
Dividends	-	-	-	-	-
Returns of capital					
Restructuring	-	-	-	-	-
Other	-	-	-	-	-
<i>Contribution by owners</i>					
Appropriation (equity injection)	-	-	-	1,411	1,411
Other:					
Restructuring	-	-	-	-	-
Subtotal transactions with owners	24,817	-	4,915	33,110	62,842
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2009	24,817	-	4,915	33,110	62,842

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Schedule of budgeted income and expenses administered on behalf of government (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME ADMINISTERED ON BEHALF OF GOVERNMENT					
Revenue					
Non-taxation					
Goods and services	9,127	-	-	-	-
Total non-taxation	9,127	-	-	-	-
Total revenues administered on behalf of government	9,127	-	-	-	-
Total income administered on behalf of government	9,127	-	-	-	-
EXPENSES ADMINISTERED ON BEHALF OF GOVERNMENT					
Grants	2,370	2,420	2,474	2,528	2,528
Employees	968	996	1,024	1,083	1,083
Suppliers	7,987	5,877	5,524	5,414	5,600
Depreciation and amortisation	163	163	163	163	163
Total expenses administered on behalf of government	11,488	9,456	9,185	9,188	9,374

Table 3.2.6: Schedule of budgeted assets and liabilities administered on behalf of government (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS ADMINISTERED ON BEHALF OF GOVERNMENT					
Financial assets					
Cash and cash equivalents	17	13	21	22	22
Receivables	702	702	703	703	866
Taxation receivables	106	107	108	109	109
Other financial assets	2,143	-	-	-	-
Total financial assets	2,968	822	832	834	997
Non-financial assets					
Land and buildings	40,878	40,816	40,761	40,681	40,608
Infrastructure, plant and equipment	932	834	732	638	548
Other	37	27	25	26	26
Total non-financial assets	41,847	41,677	41,518	41,345	41,182
Total assets administered on behalf of government	44,815	42,499	42,350	42,179	42,179
LIABILITIES ADMINISTERED ON BEHALF OF GOVERNMENT					
Provisions					
Employees	182	186	190	194	194
Taxation refunds provided	94	94	94	94	94
Other provisions	347	348	350	352	352
Total provisions	623	628	634	640	640
Payables					
Suppliers	107	107	107	107	107
Personal benefits payable	11,307	10,058	8,800	7,522	7,192
Other payables	85	74	78	58	58
Total payables	11,499	10,239	8,985	7,687	7,357
Total liabilities administered on behalf of government	12,122	10,867	9,619	8,327	7,997

Table 3.2.7: Schedule of budgeted administered cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
of services	9,127	-	-	-	-
Net GST received	1,309	1,291	1,308	1,323	1,323
Total cash received	10,436	1,291	1,308	1,323	1,323
Cash used					
Employees	964	992	1,020	1,079	1,083
Grant payments	2,370	2,420	2,474	2,528	2,528
Personal benefits	909	1,249	1,258	1,278	330
Suppliers	8,022	5,897	5,539	5,439	5,600
Net GST paid	1,287	1,291	1,310	1,325	1,325
Total cash used	13,552	11,849	11,601	11,649	10,866
Net cash from or (used by) operating activities	(3,116)	(10,558)	(10,293)	(10,326)	(9,543)
Cash used					
Purchase of property, plant and equipment and intangibles	20	10	10	10	-
Total cash used	20	10	10	10	-
Net cash from or (used by) investing activities	(20)	(10)	(10)	(10)	-
Net increase or (decrease) in cash held	(3,136)	(10,568)	(10,303)	(10,336)	(9,543)
Cash at beginning of reporting period	21	17	13	21	22
Cash from Official Public Account for:					
– appropriations	12,197	11,855	11,619	11,660	10,866
– special accounts	1,371	-	-	-	-
– s. 30A and GST	1,309	1,291	1,308	1,323	1,323
– special accounts	9,127	-	-	-	-
Cash at end of reporting period	17	13	21	22	22

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

The department has no further items or variances other than those explained in the analysis of the budgeted financial statements.

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AUSTRALIAN INSTITUTE OF FAMILY STUDIES

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION

The Australian Institute of Family Studies (AIFS) is a Melbourne-based Australian Government statutory agency established in February 1980 under part XIVA of the *Australian Family Law Act 1975*. As a result of the machinery of government changes in 2007, AIFS moved from the Families, Housing, Community Services and Indigenous Affairs portfolio to the Prime Minister and Cabinet (PM&C) portfolio.

The functions of AIFS are to identify the factors affecting marital and family stability in Australia by conducting, encouraging and coordinating research, and to promote the protection of the family as the fundamental group unit in society.

The Institute's key stakeholders are: the Australian Government and its ministers, departments and agencies; the Australian community; providers of services to families and children; and national and international researchers.

During 2008–09 AIFS will undertake impartial policy-relevant research on family-related issues that is of the highest standard and that is of value to its key stakeholders. AIFS will act as a source of expertise in providing research-based information on family issues to a range of portfolios across the Australian Government, to inform policies, programs, services and support for families. It will also inform community discussion and decision making through the dissemination of that research and other appropriate activities. Emphasis will be placed on communication of the Institute's research through its own publishing program and via external publications, as well as through the Institute's clearinghouses, seminars and media contact. In addition, AIFS will stage its biannual national conference, which is a forum for extensive debate on a wide range of family issues that are of key relevance to researchers, policy makers and practitioners. The conference provides a platform for researchers to report findings from their family-related research, contribute to ongoing discussions and explore implications for policy.

The Institute's ongoing capacity to deliver high-quality research underpins policy development in areas such as balancing work and family life, child care, the impact of the welfare system on workforce participation, social inclusion, the particular issues faced by low- to middle-income families and regional and remote area families, Indigenous families, the implications of an ageing population, relationships pathways and family law.

The key objectives of the Institute are stated in the Strategic Plan 2006–2008, which was approved by the then Minister for Families, Community Services and Indigenous Affairs in May 2006. The Institute’s Research Plan 2006–2008, also approved in May 2006, outlines priority areas for research and dissemination. The final year of the two plans is 2008. During the initial stages of 2008–09, achievements of the objectives of the Strategic Plan and key themes of the Research Plan will be reviewed. This will then form the basis for the development of the 2009–11 Strategic Plan and Research Plan for approval by the Prime Minister. The development of the new plans will again involve consultation with key stakeholders to identify priority areas relating to current and emerging issues, with a particular focus on work and family and social inclusion as factors affecting the wellbeing of families.

In addition, AIFS will continue its involvement in ongoing projects, undertake a broad range of new projects, and review the efficient management of its corporate function.

AIFS will maintain its strong focus on extending and further strengthening partnerships and networks across government, the community sector and academic organisations. There will be a particular focus on developing a collaborative partnership with PM&C under the terms established in the memorandum of understanding signed in April 2008. Strong partnerships will enable the Institute to extend its research capacity and will facilitate more extensive transfer of knowledge to those with prime responsibility for the development of policy and services for Australian families. These include, among others, the Department of Families, Housing, Community Services and Indigenous Affairs; the Attorney-General’s Department; the Department of Education, Employment and Workplace Relations; the Australian Centre for Child Protection at the University of South Australia; and the Social Policy Research Centre at the University of New South Wales.

AIFS will effectively implement and maintain high standards of corporate governance and accountability, with a continuing focus on *Financial Management and Accountability Act 1997* compliance, by working with its Risk Assessment and Audit Committee to undertake a comprehensive internal audit process and regular review, revision and promulgation of all policies and guidelines. A major focus for the year will be the negotiation, development and implementation of a new collective agreement.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	1,169	4,037	5,206	4,256
s. 31 Relevant agency receipts	1,202	7,842	9,044	8,963
Total	2,371	11,879	14,250	13,219
Administered expenses				
Outcome 1	-	-	-	-
Total	-	-	-	-
Total ordinary annual services	A 2,371	11,879	14,250	13,219
Other services				
Administered expenses				
Specific payments to states, ACT, NT and local government				
Outcome 1	-	-	-	-
Total	-	-	-	-
New administered expenses				
Outcome 1	-	-	-	-
Total	-	-	-	-
Departmental non-operating				
Equity injections	-	-	-	-
Previous years' outputs	-	-	-	-
Total	-	-	-	-
Administered non-operating				
Administered assets and liabilities	-	-	-	-
Total	-	-	-	-
Total other services	B -	-	-	-
Total Available Annual Appropriations	2,371	11,879	14,250	13,219
Special Appropriations				
Special Appropriations limited by criteria/entitlement	-	-	-	-
Special Appropriations limited by amount	-	-	-	-
Total Special Appropriations	C -	-	-	-
Total Appropriations excluding Special Accounts	2,371	11,879	14,250	13,219

Continued on next page.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008 (continued)

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Special Accounts				
Opening balance	-	-	-	-
Appropriation receipts	-	-	-	-
Appropriation receipts – other agencies	-	-	-	-
Non-appropriation receipts to Special Accounts	-	-	-	-
Total Special Account D	-	-	-	-
Total resourcing	2,371	11,879	14,250	13,219
A + B + C + D				
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for agency	2,371	11,879	14,250	13,219

Note The prior year amounts available represent resources related to meeting future obligations to maintain the Institute's asset base, and to meeting employment entitlement liabilities and other liabilities associated with contract revenue.

- 1 Appropriation Bill (No. 1) 2008–09.
- 2 Appropriation Bill (No. 2) 2008–09.
- 3 s. 31 Relevant Agency receipts — estimate.
- 4 Estimated adjusted balance carried from previous year for Annual Appropriations.
- 5 The total available departmental operating appropriation (outputs) will not equal the total of all outputs in the outcome resource statements as they budget for estimated appropriation attributable to outcomes and not the total available. For reconciliation see Table 3.1.1.
- 6 Estimated opening balance for special accounts. For further detail on special accounts see Table 3.1.3.
- 7 Appropriation receipts from agency annual and special appropriations for 2008–09 included above.

Third party drawdowns from and on behalf of other agencies

The Institute has no third party drawdown arrangements.

1.3 BUDGET MEASURES

The Institute has no budget measures for 2008–09 and the forward years.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups that demonstrate their contribution to government outcomes over the coming year.

The Institute's planned outcome is described below by output groups, specifying the performance indicators and targets used to assess and monitor the Institute's performance in achieving government outcomes.

2.1 OUTCOME 1

Inform government, policy makers and other stakeholders on factors affecting how families function.

2.1.1 Outcome 1 Strategy

AIFS has a single planned outcome. All Institute activities and resources are directed to achieving the outcome. To that end, AIFS developed a Strategic Plan and a Research Plan for the 2006–08 period. The plans identify the strategic direction and priority areas for research and dissemination. During 2008, a process of analysis and assessment of the Institute's performance against the objectives of the Strategic Plan and key themes of the Research Plan will be undertaken and new plans (2009–2011) developed.

The Institute's current strategic objectives are to:

- conduct high-quality research on a broad range of policy-relevant issues regarding families in Australia
- inform and influence policy development in areas relevant to family wellbeing
- promote and lead public understanding and debate about factors affecting family functioning and wellbeing
- identify and communicate current and emerging issues in family research, policy and practice
- maintain and strengthen our role as the national centre for research on families.

AIFS Budget Statements

The Institute's current research program is based on four themes:

- family relationships
- children, youth and patterns of care
- families and work
- families and communities.

The research program also monitors and analyses social and demographic trends, tracking changes in family forms, patterns and behaviours, and placing those changes within the wider context of social, economic and demographic change.

AIFS will continue a range of short-to-medium term research projects funded from the annual appropriation during 2008, including the *Families in Regional and Rural Australia: The Impact of Drought, Economic and Social Change* project.

AIFS will also continue to manage several major contracts, including:

- *Growing Up in Australia: the Longitudinal Study of Australian Children*
- National Evaluation of the Family Law Reforms
- National Child Protection Clearinghouse
- Australian Centre for the Study of Sexual Assault
- Australian Family Relationships Clearinghouse.

Contracts for new projects consistent with the Institute's mandate and research priorities will be considered as they arise. The Institute expects to undertake a number of short- and medium-term projects during 2008-09.

AIFS disseminates the findings of its research through *Family Matters* (a refereed journal published three times a year), research reports, papers and newsletters. AIFS also disseminates research findings and information online through the management of seven websites, including the Institute's main website, four websites for clearinghouses and two for research projects. Further development of services that promote the regular dissemination of information, links to online publications and websites on family research and policy will be a priority.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: Inform government, policy makers and other stakeholders on factors affecting how families function.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1.1:		
Departmental Outputs		
Annual departmental appropriation	4,037	4,256
Revenues from other sources (s. 31)	7,842	8,963
Subtotal for Output Group 1.1	11,879	13,219
Total resources for Outcome 1	11,879	13,219
	2008–09	2007–08
Average staffing level (number)	61	56

2.1.3 Contributions to Outcome 1

Output Group 1.1: Information and advice on factors affecting how families function

Output Group 1.1: Information and advice on factors affecting how families function	
<p>AIFS has one outcome and one output Group. The Institute allocates costs to projects and activities based on the direct costing method. Indirect costs and overheads are allocated on a predetermined basis relating to the contribution of staff time and costs. Employee expenses are the major costs incurred by AIFS.</p> <p>AIFS will develop new triennial strategic and research plans and a collective agreement in 2008–09. The 2008–09 targets set out here are based on achievements against the current strategic plan. Many of the targets in that plan were achieved during 2006–07 and 2007–08, and are reported in the Institute’s annual reports for those years. This table lists targets to be achieved during 2008–09.</p> <p><i>Components of Output Group 1.1:</i></p> <p>1.1 Information and advice on factors affecting how families function</p>	
Key performance indicators	2008–09 target
<p>Conduct high-quality research on a broad range of policy-relevant issues regarding families in Australia.</p>	<p>Analysis of achievements of 2006–08 Research Plan.</p> <p>2009–11 Research Plan completed for approval by the Prime Minister.</p> <p>Research outputs produced on time and in line with any contractual requirements and deliverables.</p> <p>Enhanced research program with at least three new research collaborations or significant new contracts entered into.</p>
<p>Inform and influence policy development in areas relevant to family wellbeing.</p>	<p>Successful transition to PM&C portfolio, with all expectations of the Prime Minister for AIFS successfully met.</p> <p>Demonstrated influence of the Institute’s research in contributing to government policy and programs.</p> <p>Representation on government task forces, committees and working groups.</p>

Output Group 1.1: Information and advice on factors affecting how families function (continued)	
Key performance indicators	2008–09 target
Promote and lead public understanding and debate about factors affecting family functioning and wellbeing.	<p>The Institute's research findings disseminated to the general public via media, with mentions in press and geographical spread of reportage maintained at current high levels.</p> <p>Successfully stage the Institute's national conference.</p> <p>A significant number of Institute-authored journal articles published.</p> <p>20% of all articles in <i>Family Matters</i> are from external authors.</p>
Identify and communicate current and emerging issues in family research, policy and practice.	<p><i>Family Matters</i> published three times per year, as well as a range of other research publications.</p> <p>Contracted publications produced on time and on budget.</p> <p>Increase in access rates to web-based publications and online mailing services.</p> <p>Strengthen active partnership arrangements in which the Institute is a participant.</p>
Maintain and strengthen our role as the national centre for research on families.	<p>2009–11 Strategic Plan completed for approval by the Prime Minister.</p> <p>Continued focus on Financial Management and Accountability Act governance and business model to ensure best practice.</p> <p>New collective agreement completed on time and within government policy parameters.</p>

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements, which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency’s asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	14,250
Less estimated payments in 2008–09	(11,999)
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)	2,251

3.1.2 Movement of administered funds between years

The Institute does not receive administered funds.

3.1.3 Special Accounts

Special Accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister's Determination under the *Financial Management and Accountability Act 1997* or under separate enabling legislation. Table 3.1.3 shows the expected additions (receipts) and reductions (payments) for each account used by the Australian Institute of Family Studies.

Table 3.1.3: Estimates of Special Account cash flows and balances

	Opening balance 2008-09 2007-08	Receipts 2008-09 2007-08	Payments 2008-09 2007-08	Adjustments 2008-09 2007-08	Closing balance 2008-09 2007-08
Outcome	\$'000	\$'000	\$'000	\$'000	\$'000
Other Trust Moneys Special Account – Australian Institute of Family Studies (D)	-	-	-	-	-
Total special accounts					
2008-09 Budget estimate	-	-	-	-	-
<i>Total special accounts</i>					
<i>2007-08 estimated actual</i>	-	-	-	-	-

D = departmental

3.1.4 Australian Government Indigenous expenditure

The Institute has no Australian Government Indigenous expenditure to report for the 2008-09 Budget.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

The only difference between the resource statement and the financial statements is the retained surplus brought forward from previous years.

3.2.2 Analysis of budgeted financial statements

Budgeted departmental income statement

The Institute is budgeting for a close to break-even position in 2008-09.

The total revenue for the Institute for 2008-09 is expected to be \$11.6 million, compared with \$14.6 million in 2007-08.

Operating expenses for 2008-09 are expected to be \$11.6 million, compared with \$14.6 million in 2007-08.

In general, the variation in the Institute's revenue and expenditure relates primarily to changes in the work schedule requirements of its various contracts. This is reflected in the reduction of revenue and expenditure from 2007-08 to 2008-09. This reduction is due to the timelines and schedules of the *Longitudinal Study of Australian Children* project. In that project, increased costs for data collection occur every second year, when both revenue and expenditure are increased by approximately \$1.5 million. This occurred in 2007-08. In addition, other projects generating revenue of another \$1.8 million per annum will also be completed in 2007-08, contributing to the reduction. No further corresponding expenditure will be incurred for these projects. The reduction of revenue has been offset to some extent by additional research contracts in 2008-09.

Budgeted departmental balance sheet

The Institute's overall net asset position continues to ensure its viability and enables it to maintain an adequate level of working capital.

The Institute has projected consistent balances in all major categories of assets and liabilities from year to year.

Provisions for employee entitlements are the Institute's main liability, which is the result of accruing leave entitlements of staff.

Infrastructure, plant and equipment will not change significantly over the reporting period, as there was significant investment when the Institute moved into its current premises in 2006-07. The Institute has budgeted for some upgrade of computer

equipment in 2008-09, the amount of which will be largely offset by the depreciation for the year.

Budgeted departmental statement of cash flows

The Institute's cash position continues to be sufficient to maintain funding of its operating position. The Institute will continue its endeavours to generate additional revenue to maintain its sustainable level of operations through the operating period. The estimates indicate that the Institute will have sufficient funds to purchase replacement computer equipment and maintain a small level of surplus funds.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	4,256	4,037	4,091	4,150	4,180
Goods and services	10,134	7,115	7,374	7,544	7,760
Royalties	72	76	79	83	88
Other	104	334	38	358	46
Total revenue	14,566	11,562	11,582	12,135	12,074
Total income	14,566	11,562	11,582	12,135	12,074
EXPENSE					
Employees	5,210	5,383	5,544	5,750	5,991
Suppliers	9,052	5,878	5,733	6,087	5,785
Depreciation and amortisation	296	296	296	296	296
Other	-	-	-	-	-
Total expenses	14,558	11,557	11,573	12,133	12,072
Surplus (Deficit) before income tax	8	5	9	2	2
Income tax expense	-	-	-	-	-
Surplus/(Deficit)	8	5	9	2	2
Minority interest in surplus (deficit)	-	-	-	-	-
Surplus (deficit) attributable to the Australian Government	8	5	9	2	2

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	869	749	892	810	839
Trade and other receivables	1,502	1,202	1,502	1,502	1,502
Other	529	510	510	514	512
Total financial assets	2,900	2,461	2,904	2,826	2,853
Non-financial assets					
Infrastructure, plant and equipment	1,790	1,760	1,480	1,200	1,170
Intangibles	21	5	44	28	12
Other	111	113	116	118	120
Total non-financial assets	1,922	1,878	1,640	1,346	1,302
Assets held for sale	-	-	-	-	-
Total assets	4,822	4,339	4,544	4,172	4,155
LIABILITIES					
Provisions					
Employees	1,354	1,389	1,466	1,484	1,514
Other	290	250	150	150	200
Total provisions	1,644	1,639	1,616	1,634	1,714
Payables					
Suppliers	1,033	873	778	696	598
Other	386	63	377	67	66
Total payables	1,419	936	1,155	763	664
Total liabilities	3,063	2,575	2,771	2,397	2,378
Net assets	1,759	1,764	1,773	1,775	1,777
EQUITY^a					
Parent entity interest					
Contributed equity	1,409	1,409	1,409	1,409	1,409
Reserves	-	-	-	-	-
Retained surpluses or accumulated deficits	350	355	364	366	368
Total parent entity interest	1,759	1,764	1,773	1,775	1,777
Minority interest					
Contributed equity	-	-	-	-	-
Reserves	-	-	-	-	-
Retained surpluses or accumulated deficits	-	-	-	-	-
Total minority interest	-	-	-	-	-
Total equity	1,759	1,764	1,773	1,775	1,777
Current assets	3,011	2,574	3,020	2,944	2,973
Non-current assets	1,811	1,765	1,524	1,228	1,182
Current liabilities	2,840	2,329	2,504	2,110	2,072
Non-current liabilities	223	246	267	287	306

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	8,930	7,508	7,150	7,621	7,848
Appropriations	6,720	4,037	4,091	4,150	4,180
Other	33	334	38	357	47
Total cash received	15,683	11,879	11,279	12,128	12,075
Cash used					
Employees	5,153	5,348	5,384	5,730	5,959
Suppliers	10,711	6,401	5,697	6,480	5,837
Total cash used	15,864	11,749	11,081	12,210	11,796
Net cash from or (used by) operating activities	(181)	130	198	(82)	279
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment	4	250	55	-	250
Total cash used	4	250	55	-	250
Net cash from or (used by) investing activities	(4)	(250)	(55)	-	(250)
Net increase or (decrease) in cash held	(185)	(120)	143	(82)	29
Cash at the beginning of the reporting period	1,054	869	749	892	810
Cash at the end of the reporting period	869	749	892	810	839

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	350	-	-	1,409	1,759
Adjusted opening balance	350	-	-	1,409	1,759
Income and expense					
Income and expenses recognised directly in equity:	-	-	-	-	-
Gain/loss on revaluation of property	-	-	-	-	-
Subtotal income and expense	-	-	-	-	-
Surplus (deficit) for the period	5	-	-	-	5
Total income and expenses recognised directly in equity	355	-	-	1,409	1,764
Estimated closing balance as at 30 June 2009	355	-	-	1,409	1,764

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

More than 60% of the Institute's revenue is derived from research contracts. This accounts for variations in the total revenue of the Institute from year to year. In addition, the Institute's national conference, which is held every second year, also results in increased revenue.

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AUSTRALIAN NATIONAL AUDIT OFFICE

Section 1: Agency overview and resources

The Auditor-General, assisted by the Australian National Audit Office (ANAO), is responsible for undertaking audits of the financial statements and performance of Australian Government public sector agencies and entities. Through the delivery of an integrated range of high-quality audit products that are timely, cost-effective and consistent with public sector values, the ANAO aims to meet the needs and expectations of the Parliament, the Executive and audit clients and to add value to public sector performance and accountability.

The *Auditor-General Act 1997* provides a legislative framework for the Auditor-General and the ANAO. The Act establishes the Auditor-General as an independent officer of the Parliament—a title that symbolises the Auditor-General’s independence and unique relationship with the Parliament. The Act also outlines the mandate and powers of the Auditor-General as the external auditor of Australian Government public sector entities.

The Auditor-General’s mandate extends to all Australian Government agencies, authorities, companies and subsidiaries, with the exception of the conduct of performance audits of Government Business Enterprises (GBEs) and of persons employed or engaged under the *Members of Parliament Act 1994*. Performance audits of wholly owned GBEs may only be undertaken at the request of the responsible minister, the Finance Minister or the Joint Committee of Public Accounts and Audit (JCPAA).

Pursuant to section 14 of the *Auditor General Act 1997*, Commonwealth authorities and companies and their subsidiaries subject to the *Commonwealth Authorities and Companies Act 1997* are liable to pay fees for the audit of their financial statements. The fees are calculated based on an output cost attribution model, which is described in Section 2 of this agency budget statement. Revenues from these audit fees are paid into the Official Public Account and are not available to the ANAO. The revenues and receipts are shown in Tables 3.2.5 and 3.2.7, respectively.

1.1 STRATEGIC DIRECTION

The ANAO’s vision is to be an international leader in the provision of independent public sector audit and related services.

ANAO Budget Statements

In 2008–09, the emphasis will be on:

- delivering a range of timely and relevant products on topics that provide opportunities for improvement in administration across the Australian Public Service
- building our relationship with the new Parliament, particularly the JCPAA, to promote the work of the ANAO and improve the understanding of our work and our contribution to improving public administration
- working with audit committees to promote the implementation of our report recommendations
- pursuing initiatives to improve the retention and attraction of staff, including a more structured training and professional development regime.
- maintaining our involvement in national and international auditing bodies through membership of appropriate organisations.

The ANAO's two planned outcomes are directly related to its role and vision:

- *Improvement in public administration* – independent assessment of the performance of selected Australian Government public sector activities, including the scope for improving efficiency and administrative effectiveness
- *Assurance* – independent assurance of Australian Government public sector financial reporting, administration, control and accountability.

These outcomes will be met through the achievement and implementation of the ANAO's objectives and strategies in four key result areas:

- clients
- products and services
- people
- business performance.

In addition, in order to achieve our outcomes, the ANAO recovers some of its costs from Commonwealth authorities and companies and their subsidiaries subject to the *Commonwealth Authorities and Companies Act 1997* based on a scale determined by the Auditor-General under section 14 of the *Auditor-General Act 1997*. These fees are calculated based on an output cost attribution model, which is described on Section 2 of this document. Revenues from these audit fees are paid into the Official Public Account and are not available to the ANAO. The revenue and receipts are shown in Tables 3.2.5 and 3.2.7 respectively.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	16,417	62,106	78,523	63,038
s. 31 Relevant agency receipts	-	1,856	1,856	2,172
Total	16,417	63,962	80,379	65,210
Administered expenses				
Total	-	-	-	-
Total ordinary annual services	A 16,417	63,962	80,379	65,210
Other services				
Administered expenses				
Specific payments to states, ACT, NT and local government				
Total	-	-	-	-
New administered expenses				
Total	-	-	-	-
Departmental non-operating				
Equity injections	-	-	-	-
Previous years' outputs	-	-	-	-
Total	-	-	-	-
Administered non-operating				
Administered assets and liabilities	-	-	-	-
Total	-	-	-	-
Total other services	B -	-	-	-
Total Available Annual Appropriations	16,417	63,962	80,379	65,210
Special Appropriations				
Special Appropriations limited by criteria/entitlement				
Auditor-General remuneration and expense – <i>Auditor General Act</i> 1997, Schedule 1, sections 3 and 7	-	392	392	392
Special Appropriations limited by amount				
Total Special Appropriations	C -	392	392	392
Total Appropriations excluding Special Accounts	16,417	64,354	80,771	65,602

Continued on next page.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008 (continued)

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Special Accounts				
Opening balance	-	-	-	-
Appropriation receipts	-	-	-	-
Appropriation receipts – other agencies	-	-	-	-
Non-appropriation receipts to Special Accounts	-	-	-	-
Total Special Account D	-	-	-	-
Total resourcing				
A + B + C + D	16,417	64,354	80,771	65,602
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for agency	16,417	64,354	80,771	65,602

Note The estimate of prior year amounts available in 2008–09 (\$16.4 million) is made up of \$10.3 million in employee entitlements and \$6.1 million allocated for fit-out cost for the current renovation of 19 National Circuit, Barton.

Third party drawdowns from and on behalf of other agencies

The ANAO has no third party drawdown arrangements.

1.3 BUDGET MEASURES

Budget measures relating to the Australian National Audit Office are detailed in Budget Paper No. 2. Table 1.2 provides a summary of government measures and identifies the relevant output groups associated with each measure.

Table 1.2: Agency 2008–09 Budget measures

	Output group	2008–09 \$'000	2009–10 \$'000	2010–11 \$'000	2011–12 \$'000
Expense measure					
Australian National Audit Office – defence equipment projects					
Administered expense	na	-	-	-	-
Departmental outputs	1.1	750	1,500	1,500	1,500
Total expense measures					
	Administered	-	-	-	-
	Departmental	750	1,500	1,500	1,500
	Total	750	1,500	1,500	1,500

Prepared on a Government Financial Statistics basis.

Section 2: Outcomes and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

Each outcome is described below by output groups, specifying the performance indicators and targets used to assess and monitor the performance of the ANAO in achieving government outcomes.

The ANAO has management information systems in place to allow it to fully cost all audit and support activities. All audit-related costs are directly costed to the relevant audit or related services. All other costs not directly attributable to audits or related services are allocated on the basis of the estimated hours to be expended on each output.

2.1 OUTCOME 1: IMPROVEMENT IN PUBLIC ADMINISTRATION

Independent assessment of the performance of selected Australian Government public sector activities, including the scope for improving efficiency and administrative effectiveness.

2.1.1 Outcome 1 Strategy

Though the provision of audit services, the ANAO contributes to improvements in the efficiency and administrative effectiveness of the Australian Government public sector.

The major contribution to this outcome is the conduct of performance audit services. The ANAO's performance audit and audit-related activities include the review of all or part of an entity's operations to assess its efficiency and/or administrative effectiveness. The ANAO identifies areas where improvements can be made to aspects of public administration, and makes specific recommendations to help public sector agencies improve their program management. Improvement is typically reflected in financial benefit, avoidance or minimisation of financial comments, and better corporate governance arrangements, including risk management regimes.

The ANAO also contributes to improvements in Commonwealth public administration by identifying and promoting better practice, which assists agencies to perform at their most efficient level and add value to their outputs and services. Adopting better practices can help transform and improve business process and potentially can lead to overall improvements in the administration of the entity as a whole.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: Independent assessment of the performance of selected Australian Government public sector activities, including the scope for improving efficiency and administrative effectiveness.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1: Performance Audit Services		
Departmental Outputs		
Output 1.1 – Performance Audit Services	20,079	20,800
Output 1.2 – Other Audit and Related Services	1,600	800
Subtotal for Output Group 1	21,679	21,600
Output Group 2: Information Support Services		
Special Appropriations:		
<i>Auditor-General Act 1997</i> , Schedule 1, sections 3 and 7	196	196
Departmental Outputs		
Output 2.1 – Assistance to Parliament	506	498
Output 2.2 – National and International Representation	175	179
Output 2.4 – Better Practice Guides	1,558	1,532
Revenues from other sources (s. 31) for goods and services	436	822
Subtotal for Output Group 2	2,871	3,227
Total resources for Outcome 1	24,550	24,827
	2008–09	2007–08
Average staffing level (number)	120	130

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the Budget year as government priorities change.

2.1.3 Contributions to Outcome 1

Output Group 1: Performance Audit Services

Output Group 1: Performance Audit Services	
<p>The key result to be achieved from performance audit services is an improvement in public administration.</p> <p><i>Components of Output Group 1:</i></p> <p>Output Group 1.1 Performance audit reports</p> <p>The key result to be achieved from performance audits is an improvement in the efficiency and effectiveness of public administration and the identification and dissemination of better practices.</p> <p>Output Group 1.2 Other audit and related reports</p> <p>The Auditor-General may also undertake other assurance activities, generally in response to requests from stakeholders. These include the review of DMO's major defence acquisition projects, and requests for information which are handled through correspondence rather than through a formal report. This group also includes the publication of the annual audit work program.</p>	
Key performance indicators	2008–09 target
Number of performance audits to be produced.	45
Other reports and significant stakeholder publications.	2
Percentage of audit recommendations supported by the JCPAA and other parliamentary committees	90%
Percentage of audits where public sector entities acknowledge the value added by the audit.	90%
Quality assurance results indicate all reviewed audits meet ANAO Auditing Standards.	100% of audits reviewed.
Full costs of audit products and services recorded and reported.	100%

Output Group 2: Information Services

Output Group 2: Information Services	
<p>Output Group 2 contributes to both Outcome 1 and Outcome 2. For Outcome 1, the key result to be achieved from Information Services is an improvement in public administration.</p> <p><i>Relevant components of Output Group 2:</i></p> <p>Output Group 2.1 Assistance to Parliament</p> <p>The key result to be achieved from assistance to Parliament is an understanding by ministers, shadow ministers, parliamentary committees and their staff and parliamentarians of audit reports tabled in Parliament and the impact that implementation of audit recommendations can have on contributing to improvement in public administration.</p> <p>Output Group 2.2 National and International Representation</p> <p>Directed to enhancing audit capabilities, standards and processes nationally and internationally.</p> <p>Output Group 2.4 Better Practice Guides</p> <p>Directed to promulgating better practice in public administration, to improve the delivery of outcomes and gain efficiencies in administration.</p>	
Key performance indicators	2008–09 target
Number of Better Practice Guides to be produced.	3
Participation and contribution to relevant national and international auditing and accounting standards bodies and national audit office consultative forums.	Participation at relevant fora with strong synergies with achieving Australian Government policy and ANAO objectives.
Host international visits to the ANAO and respond to requests for information from international entities.	Meet all Australian Government and ANAO high-priority visits.

2.2 OUTCOME 2: ASSURANCE

Independent assurance of Australian Government public sector financial reporting, administration, control and accountability.

2.2.1 Outcome 1 Strategy

Through its audit services, the ANAO contributes to providing assurance to individual agencies, the Executive and the Parliament about the financial administration and accountability of public sector entities.

The main activity that contributes to this outcome is auditing of annual financial statements of Australian Government entities. These audits are designed to give assurance to stakeholders that an entity's financial statements fairly represented its financial operations and financial position at year end. The ANAO makes recommendations for improvements in financial administration.

2.2.2 Outcome 2 Resource statement

Table 2.2 provides additional detail of Budget appropriations and the total resourcing for Outcome 2.

Table 2.2: Total resources for Outcome 2

Outcome 2: Independent assurance of Australian Government public sector financial reporting, administration, control and accountability.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 2: Information Support Services		
Special Appropriations: <i>Auditor-General Act 1997</i> , Schedule 1, sections 3 and 7	196	196
Departmental Outputs		
Output 2.1 – Assistance to Parliament	95	97
Output 2.2 – National and International Representation	380	369
Revenues from other sources (s. 31) for goods and services	1,420	1,350
Subtotal for Output Group 2	2,091	2,012
Output Group 3: Assurance Audit Services		
Departmental Outputs		
Output 3.1 – Financial Statement Audit Reports	36,972	38,005
Output 3.2 – Other Assurance Reports	741	758
Subtotal for Output Group 3	37,713	38,763
Total resources for Outcome 2	39,804	40,775
	2008–09	2007–08
Average staffing level (number)	178	175

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.2.3 Contributions to Outcome 2

Output Group 3: Assurance

Output Group 3: Assurance	
<p>The key result to be achieved from assurance audit services is assurance to Parliament, ministers, individual entities and the public about the financial statements and financial management of public sector entities.</p> <p><i>Components of Output Group 3:</i></p> <p>Output Group 3.1 Financial Statement Audit Reports</p> <p>The result to be achieved from financial statement audit reports is assurance to the Parliament that the financial statements of Australian Government entities have been prepared in accordance with the government's reporting framework and give a true and fair view of the financial position of each entity and the results of the entity's operations and cash flows.</p> <p>Output Group 3.2 Other assurance reports</p> <p>Other assurance reports provide assurance to entities on selected matters outside the scope of the annual financial statement audit.</p>	
Key performance indicators	2008–09 target
Number of financial statement audit opinions to be issued.	246
Number of financial statement related reports to be produced.	2
Number of other audit opinions/reviews.	46
Timeliness of issuing financial statement audit opinions.	100%
Percentage of financial statements completed in accordance with agreed timeframes.	100%
Quality assurance results indicate all reviewed audits meet ANAO Auditing Standards.	100%
Full costs of audit products and services are recorded and reported.	100%

Output Group 2: Information Services

Output Group 2: Information Services	
<p>Output Group 2 contributes to both Outcome 1 and Outcome 2. For Outcome 2, the key result for information support services is to contribute to the provision of assurance to individual entities, ministers, the Parliament and the public about the financial administration and accountability of public sector entities by carrying out the actions described under each subgroup below.</p> <p><i>Components of Output Group 2:</i></p> <p>Output Group 2.1 Assistance to Parliament</p> <p>The key result to be achieved from assistance to Parliament is an understanding by ministers, shadow ministers, parliamentary committees and their staff and parliamentarians of audit reports tabled in Parliament.</p> <p>Output Group 2.2 National and International Representation</p> <p>The key result is to contribute to enhancing audit capabilities, standards and processes nationally and internationally.</p> <p>Output Group 2.3 Client Seminars</p> <p>The key result is to ensure an understanding by audit clients of topical and emerging issues, primarily in the field of financial reporting.</p>	
Key performance indicators	2008–09 target
Seminar topics meet the needs of participants.	85% satisfied with presentation.
Participation and contribution to relevant national and international auditing and accounting standards bodies and national audit office consultative forums.	Participation at relevant fora with strong synergies with achieving Australian Government policy and ANAO objectives.
Host international visits to the ANAO and respond to requests for information from international entities.	Meet all Australian Government and ANAO high-priority visits.

2.3 OUTCOMES 1 AND 2: COMMON INDICATORS AND TARGETS

Outcomes 1 and 2	
Key performance indicators	2008–09 target
Parliament acknowledges the value of the ANAO contribution.	90% value role of ANAO.
Public sector entities acknowledge the value added by ANAO products and services.	90% value role of ANAO.
JCPAA's general satisfaction with the overall quality, timeliness and coverage of the ANAO's products and services.	High standard of satisfaction.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency's asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	80,379
Less estimated payments in 2008-09	64,354
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)^a	16,025

a Carry forward appropriations are to cover employee entitlements, the ANAO office refurbishment and future depreciation expenses.

3.1.2 Movement of administered funds between years

The ANAO has no movement of administered funds to report.

3.1.3 Special Accounts

Special Accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister's Determination under the *Financial Management and Accountability Act 1997* or under separate enabling

legislation. Table 3.1.3 shows the expected additions (receipts) and reductions (payments) for each account used by the Australian National Audit Office.

Table 3.1.3: Estimates of Special Account cash flows and balances

	Opening balance 2008-09 <i>2007-08</i>	Receipts 2008-09 <i>2007-08</i>	Payments 2008-09 <i>2007-08</i>	Adjustments 2008-09 <i>2007-08</i>	Closing balance 2008-09 <i>2007-08</i>	
Outcome	\$'000	\$'000	\$'000	\$'000	\$'000	
Other Trust Monies (D)	1 and 2	-	314	314	-	-
		3	350	353	-	-
Total special accounts 2008-09 Budget estimate		-	314	314	-	-
<i>Total special accounts 2007-08 estimated actual</i>		3	350	353	-	-

D = departmental

Other monies held in trust relate to Comcare payments and salary packaging transactions.

3.1.4 Australian Government Indigenous expenditure

The ANAO has no Australian Government Indigenous expenditure to report.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

The agency resource statement in Section 1.2 provides a consolidated view of all the resources available to the ANAO in 2008–09, including appropriation receivable that is yet to be drawn down to cover provisions on the balance sheet, whereas the income statement shows only the appropriation available in 2008–09.

3.2.2 Analysis of budgeted financial statements

Departmental

Budgeted departmental income statement

Total revenue in 2008–09 is estimated at \$64.4 million (2007–08: \$65.6 million). Revenue from government (appropriation funding) has seen a decrease from \$63.4 million to \$62.5 million. This reflects efficiency savings.

Other revenue is expected to decrease from \$2.1 million in 2007–08 to \$1.8 million in 2008–09 due to the termination of the sublease arrangement for 19 National Circuit.

Operating expenses for 2008–09 are estimated to total \$64.4 million (2007–08: \$65.8 million). Employee expenses will increase in 2008–09 to accommodate salary increases. Supplier expenses will decrease due to reduced expenditure on contractors.

The estimated operating deficit in 2007–08 reflects the additional work required to undertake a review of the Defence Materiel Organisation's major capital equipment projects.

Budgeted departmental balance sheet

The budgeted departmental balance sheet shows the ANAO's net asset position remaining stable. The adoption of AEIFRS in 2005–06 and the consequential accounting treatment required for property leases have enabled the ANAO to meet increasing cost pressures by accessing its appropriation receivable balance without incurring an operating deficit. The ANAO will use its appropriation receivable to fund the fit-out of its accommodation at the commencement of the new lease, which is reflected in an increase in infrastructure, plant and equipment in 2008–09. The remainder of the appropriation receivable balance is to cover employee leave provisions.

At this point, no major financial transactions have been planned for 2009–10, and the total assets and liabilities values are expected to remain stable.

ANAO Budget Statements

Budgeted departmental statement of cash flows

The statement of cash flows shows appropriation figures that contain the additional cash drawdown from the appropriation receivable account to meet cash requirements in the 2007–08 and 2008–09 financial years. The increase in cash used is required to meet increased cost pressures, such as increased employee and contractor costs, as well as fit-out costs.

The ANAO's working capital cash balance of \$0.9 million is maintained each year in accordance with the ANAO's agreement with the Department of Finance and Deregulation.

Departmental statement of changes in equity—summary of movement

The statement of changes in equity shows the expected movements in equity over the 2008–09 year. The budgeted balance position in the income statement results in no expected movement in the retained surplus balance. Infrastructure, plant and equipment and intangible assets will be revalued in 2008–09 in accordance with *AASB 116: Property, Plant and Equipment*. However, the financial impact of this has not been included, as it cannot be reliably measured or estimated at this time.

Administered

Schedule of budgeted income and expenses administered on behalf of government

Estimated administered revenues from the provision of audit services to certain Australian Government agencies reflect the estimated effect of recovery of auditing costs.

Schedule of budgeted assets and liabilities administered on behalf of government

The estimated administered assets and liabilities relate to ongoing audit activity and the transfer of audit fee revenue to the Official Public Account. No non-financial administered assets are held.

Schedule of budgeted administered cash flows

Administered monies are transferred to the Official Public Account on an ongoing basis.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	63,430	62,498	63,534	63,812	64,320
Goods and services	794	834	834	830	830
Fees and fines	-	-	-	-	-
Interest	-	-	-	-	-
Dividends	-	-	-	-	-
Rents	543	125	-	-	-
Grants	815	877	140	-	-
Other	20	20	20	20	20
Total revenue	65,602	64,354	64,528	64,662	65,170
Gains					
Foreign exchange gains	-	-	-	-	-
Reversals of previous asset write-downs	-	-	-	-	-
Sale of assets	-	-	-	-	-
Other	-	-	-	-	-
Total gains	-	-	-	-	-
Total income	65,602	64,354	64,528	64,662	65,170
EXPENSE					
Employees	32,232	33,459	35,548	37,309	38,564
Suppliers	32,720	29,745	27,580	25,953	25,406
Grants	-	-	-	-	-
Depreciation and amortisation	1,150	1,150	1,400	1,400	1,200
Finance costs	-	-	-	-	-
Write-down of assets and impairment of assets	-	-	-	-	-
Losses from sale of assets	-	-	-	-	-
Foreign exchange losses	-	-	-	-	-
Other	-	-	-	-	-
Total expenses	66,102	64,354	64,528	64,662	65,170
Share of operating results of associates and joint ventures accounted for using the equity method	-	-	-	-	-
Surplus (Deficit) before income tax	(500)	-	-	-	-
Income tax expense	-	-	-	-	-
Surplus/(Deficit)	(500)	-	-	-	-
Minority interest in surplus (deficit)	-	-	-	-	-
Surplus (deficit) attributable to the Australian Government	(500)	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	980	980	980	980	980
Trade and other receivables	17,584	11,084	11,798	13,118	14,318
Investments accounted for under the equity method	-	-	-	-	-
Investments	-	-	-	-	-
Other investments	-	-	-	-	-
Tax assets	-	-	-	-	-
Other	110	110	110	110	110
Total financial assets	18,674	12,174	12,888	14,208	15,408
Non-financial assets					
Land and buildings	-	-	-	-	-
Infrastructure, plant and equipment	1,352	4,494	3,762	2,962	1,962
Investment properties	-	-	-	-	-
Inventories	-	-	-	-	-
Intangibles	718	1,776	1,508	1,308	1,108
Biological assets	-	-	-	-	-
Other	1,102	1,202	1,202	1,202	1,202
Total non-financial assets	3,172	7,472	6,472	5,472	4,272
Assets held for sale	-	-	-	-	-
Total assets	21,846	19,646	19,360	19,680	19,680
LIABILITIES					
Interest bearing liabilities					
Loans	-	-	-	-	-
Leases	-	-	-	-	-
Deposits	-	-	-	-	-
Other	114	-	-	-	-
Total interest bearing liabilities	114	-	-	-	-
Provisions					
Employees	9,907	10,325	10,568	10,888	10,888
Other	1,658	1,510	1,177	1,773	1,773
Total provisions	11,565	11,835	11,745	12,661	12,661
Payables					
Suppliers	4,651	2,295	2,099	1,503	1,503
Grants	-	-	-	-	-
Dividends	-	-	-	-	-
Other	-	-	-	-	-
Total payables	4,651	2,295	2,099	1,503	1,503
Liabilities included in disposal groups held for sale	-	-	-	-	-
Total liabilities	16,330	14,130	13,844	14,164	14,164
Net assets	5,516	5,516	5,516	5,516	5,516

Continued on next page.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
EQUITY^a					
Parent entity interest					
Contributed equity	4,929	4,929	4,929	4,929	4,929
Reserves	577	577	577	577	577
Retained surpluses or accumulated deficits	10	10	10	10	10
Total parent entity interest	5,516	5,516	5,516	5,516	5,516
Minority interest					
Contributed equity	-	-	-	-	-
Reserves	-	-	-	-	-
Retained surpluses or accumulated deficits	-	-	-	-	-
Total minority interest	-	-	-	-	-
Total equity	5,516	5,516	5,516	5,516	5,516
Current assets	19,776	13,376	14,090	15,410	16,610
Non-current assets	2,070	6,270	5,270	4,270	3,070
Current liabilities	13,064	11,304	11,075	11,331	11,331
Non-current liabilities	3,266	2,826	2,769	2,833	2,833

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	2,326	1,542	994	890	1,250
Appropriations	65,037	69,098	62,820	62,492	63,120
Interest	-	-	-	-	-
Dividends	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	67,363	70,640	63,814	63,382	64,370
Cash used					
Employees	31,766	33,041	35,305	36,989	38,561
Suppliers	34,847	32,249	28,109	25,993	25,409
Grants	-	-	-	-	-
Borrowing costs	-	-	-	-	-
Other	-	-	-	-	-
Income taxes paid	-	-	-	-	-
Total cash used	66,613	65,290	63,414	62,982	63,970
Net cash from or (used by) operating activities	750	5,350	400	400	400
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	-	-	-	-	-
Proceeds from sales of financial instruments	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment	750	5,350	400	400	400
Purchase of financial instruments	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	750	5,350	400	400	400
Net cash from or (used by) investing activities	(750)	(5,350)	(400)	(400)	(400)

Continued on next page.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	-	-	-	-	-
Proceeds from issuing financial instruments	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Repayments of debt	-	-	-	-	-
Dividends paid	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) financing activities	-	-	-	-	-
Net increase or (decrease) in cash held	-	-	-	-	-
Cash at the beginning of the reporting period	980	980	980	980	980
Effect of exchange rate movements on cash at the beginning of reporting period	-	-	-	-	-
Cash at the end of the reporting period	980	980	980	980	980

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	10	577	-	4,929	5,516
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	10	577	-	4,929	5,516
Income and expense					
Income and expenses recognised directly in equity:					
Gain/loss on revaluation of property					
Subtotal income and expense	-	-	-	-	-
Surplus (deficit) for the period					
Total income and expenses recognised directly in equity	10	577	-	4,929	5,516
Transactions with owners					
<i>Distribution to owners</i>					
Returns on capital					
Dividends	-	-	-	-	-
Returns of capital					
Restructuring	-	-	-	-	-
Other	-	-	-	-	-
<i>Contribution by owners</i>					
Appropriation (equity injection)					
Other:					
Restructuring	-	-	-	-	-
Subtotal transactions with owners	-	-	-	-	-
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2009	10	577	-	4,929	5,516

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Schedule of budgeted income and expenses administered on behalf of government (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME ADMINISTERED ON BEHALF OF GOVERNMENT					
Revenue					
Taxation					
Income tax	-	-	-	-	-
Indirect tax	-	-	-	-	-
Other taxes, fees and fines	-	-	-	-	-
Total taxation	-	-	-	-	-
Non-taxation					
Goods and services	10,751	10,702	10,648	10,648	10,648
Fees and fines	-	-	-	-	-
Interest	-	-	-	-	-
Dividends	-	-	-	-	-
Other sources of non-taxation revenues	-	-	-	-	-
Rents	-	-	-	-	-
Royalties	-	-	-	-	-
Total non-taxation	10,751	10,702	10,648	10,648	10,648
Total revenues administered on behalf of government	10,751	10,702	10,648	10,648	10,648
Gains					
Foreign exchange	-	-	-	-	-
Sale of assets	-	-	-	-	-
Other gains	-	-	-	-	-
Reversal of previous asset writedowns	-	-	-	-	-
Total gains administered on behalf of government	-	-	-	-	-
Total income administered on behalf of government	10,751	10,702	10,648	10,648	10,648
EXPENSES ADMINISTERED ON BEHALF OF GOVERNMENT					
Grants	-	-	-	-	-
Subsidies	-	-	-	-	-
Personal benefits	-	-	-	-	-
Employees	-	-	-	-	-
Suppliers	-	-	-	-	-
Depreciation and amortisation	-	-	-	-	-
Write-down and impairment of assets	-	-	-	-	-
Finance costs	-	-	-	-	-
Other	-	-	-	-	-
Asset sales	-	-	-	-	-
Foreign exchange	-	-	-	-	-
Total expenses administered on behalf of government	-	-	-	-	-

Table 3.2.6: Schedule of budgeted assets and liabilities administered on behalf of government (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS ADMINISTERED ON BEHALF OF GOVERNMENT					
Financial assets					
Cash and cash equivalents	-	-	-	-	-
Receivables	3,217	3,217	3,217	3,217	3,217
Taxation receivables	-	-	-	-	-
Investments	-	-	-	-	-
Other financial assets	1,403	1,403	1,403	1,403	1,403
Total financial assets	4,620	4,620	4,620	4,620	4,620
Non-financial assets					
Land and buildings	-	-	-	-	-
Infrastructure, plant and equipment	-	-	-	-	-
Investment properties	-	-	-	-	-
Inventories	-	-	-	-	-
Intangibles	-	-	-	-	-
Biological assets	-	-	-	-	-
Other	-	-	-	-	-
Total non-financial assets	-	-	-	-	-
Total assets administered on behalf of government	4,620	4,620	4,620	4,620	4,620
LIABILITIES ADMINISTERED ON BEHALF OF GOVERNMENT					
Interest bearing liabilities					
Australian Government securities	-	-	-	-	-
Loans	-	-	-	-	-
Leases	-	-	-	-	-
Deposits	-	-	-	-	-
Other	-	-	-	-	-
Total interest bearing liabilities	-	-	-	-	-
Provisions					
Employees	-	-	-	-	-
Taxation refunds provided	-	-	-	-	-
Australian currency on issue	-	-	-	-	-
Other provisions	-	-	-	-	-
Total provisions	-	-	-	-	-

Continued on next page.

Table 3.2.6: Schedule of budgeted assets and liabilities administered on behalf of government (as at 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
Payables					
Suppliers	-	-	-	-	-
Subsidies	-	-	-	-	-
Personal benefits payable	-	-	-	-	-
Grants	-	-	-	-	-
Other payables	229	229	229	229	229
Total payables	229	229	229	229	229
Liabilities included in disposal groups held for sale	-	-	-	-	-
Total liabilities administered on behalf of government	229	229	229	229	229

Table 3.2.7: Schedule of budgeted administered cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Taxes	-	-	-	-	-
Fees	-	-	-	-	-
Sales of goods and rendering of services	12,064	12,016	11,962	11,962	11,962
Interest	-	-	-	-	-
Dividends	-	-	-	-	-
Net GST received	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	12,064	12,016	11,962	11,962	11,962
Cash used					
Borrowing costs	-	-	-	-	-
Employees	-	-	-	-	-
Grant payments	-	-	-	-	-
Subsidies paid	-	-	-	-	-
Personal benefits	-	-	-	-	-
Suppliers	-	-	-	-	-
Net GST paid	-	-	-	-	-
Other	1,206	1,202	1,196	1,196	1,196
Total cash used	1,206	1,202	1,196	1,196	1,196
Net cash from or (used by) operating activities	10,858	10,814	10,766	10,766	10,766
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment and intangibles	-	-	-	-	-
Proceeds from sales of investments	-	-	-	-	-
Repayments of advances	-	-	-	-	-
Transfers from other entities	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-

Continued on next page.

Table 3.2.7: Schedule of budgeted administered cash flows (for the period ended 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
Cash used					
Purchase of property, plant and equipment and intangibles	-	-	-	-	-
Advances and loans made	-	-	-	-	-
Transfers to other entities	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) investing activities	-	-	-	-	-
FINANCING ACTIVITIES					
Cash received					
Proceeds from borrowing	-	-	-	-	-
Cash from Official Public Account	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Net repayment of borrowings	-	-	-	-	-
Dividends paid	-	-	-	-	-
Cash to Official Public Account	(10,858)	(10,814)	(10,766)	(10,766)	(10,766)
Other	-	-	-	-	-
Total cash used	(10,858)	(10,814)	(10,766)	(10,766)	(10,766)
Net cash from or (used by) financing activities	(10,858)	(10,814)	(10,766)	(10,766)	(10,766)
Net increase or (decrease) in cash held					
Cash at beginning of reporting period	-	-	-	-	-
Cash from Official Public Account for:					
– appropriations	-	-	-	-	-
– special accounts	-	-	-	-	-
Transfers from other entities (Finance – Whole of Government)	-	-	-	-	-
Cash to Official Public Account for:					
– appropriations	-	-	-	-	-
– special accounts	-	-	-	-	-
Transfers to other entities (Finance – Whole of Government)	-	-	-	-	-
Effect of exchange rate movements on cash at beginning of reporting period	-	-	-	-	-
Cash at end of reporting period	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Basis of accounting

The agency Portfolio Budget Statements are prepared on an accrual basis in accordance with:

- Finance Minister's Orders
- Australian Equivalents of International Reporting Standards issued by the Australian Accounting Standards Board that apply for the reporting period.

Departmental and administered items

ANAO departmental assets, liabilities, revenues and expenses are those items that are controlled by the ANAO that are used in producing outputs, and include:

- plant and equipment used in providing goods and services
- liabilities for employee entitlements
- revenue from appropriations or from independent sources in payment for outputs
- employee, supplier and depreciation expenses incurred in providing ANAO outputs.

Administered items are those items incurred in providing programs that are controlled by the government and managed or oversighted by the ANAO on behalf of the government. The majority of revenue earned for provision of audit services is administered revenue.

Revenue from government

Revenue from government is revenue relating to the core operating activities of the ANAO. From 1 July 1999, the Budget has been prepared under an accruals framework. Appropriations to ANAO for its departmental outputs are recognised as revenue to the extent that they have been received into the ANAO's bank account or are entitled to be received by the ANAO at year end.

Sale of goods and services

All revenues described in this note are revenues relating to the audit and related operating activities of the ANAO, whether in its own right or on behalf of the Commonwealth, except for revenues received from the sub-lease of surplus space and gains from the sale of ANAO assets. Revenue from the provision of services is recognised upon the delivery of audit and related services. Sale of goods and services includes rental revenue from the sub-lease of space in the Canberra office. Audit revenue is recognised by reference to the state of completion, determined according to the proportion of costs incurred to date compared to the estimated total costs of the transaction. Other income is recognised when received into the ANAO's bank account or at the point where an entitlement exists.

Employee expenses

Employee expenses include salaries, allowances, leave entitlements, fringe benefits tax, redundancy expenses, superannuation and workers compensation insurance.

Suppliers

Supplier expenses consist of contract audit costs, audit disbursements, information technology and systems development costs, property operating costs, and professional development and administrative costs.

Cash

Cash includes notes and coins held and any deposits held with a bank or financial institution.

Receivables

Departmental receivables include an appropriation, employee and audit fees receivable, as well as goods and services input tax credits and other receivables.

Administered receivables represent audit fees due and payable to the Official Public Account by Australian Government companies and authorities. 'Other financial assets' is work in progress, which is the value of audit work undertaken that has not been billed at balance date.

Non-financial assets

Purchases of infrastructure, plant and equipment are recognised initially at cost in the balance sheet, with the exception of purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of the purchase of a group of similar items which are significant in total). Other non-financial assets include prepayments.

Infrastructure, plant and equipment assets are written off to their estimated residual values over their estimated useful lives to the ANAO, using the straight-line method of depreciation in all cases. Leasehold improvements are amortised on a straight-line basis over the lesser of the estimated useful life of the improvements and the unexpired period of the lease.

Depreciation/amortisation rates (useful lives) and methods are reviewed at each balance date, and necessary adjustments are recognised in the current and/or future reporting periods, as appropriate. Residual values are re-estimated for a change in prices only when assets are revalued.

From 1 July 2002, Australian Government agencies and authorities have been required to use either the cost basis or the fair value basis to measure property, plant and equipment. Fair value essentially reflects the current market value of an asset.

Employee provision

Employee provisions consist of annual leave, long service leave, superannuation and other employee-related liabilities.

Contributed equity

The contributed equity comprises an equity injection of \$5.3 million received from government in 1998-99, a further \$0.7 million in 1999-2000, and repayment of \$1.1 million in 2002-03.

AUSTRALIAN PUBLIC SERVICE COMMISSION

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AUSTRALIAN PUBLIC SERVICE COMMISSION

Section 1: Agency overview and resources

The planned outcome for the Australian Public Service Commission in 2008–09 is to foster a confident, high quality, values-based and sustainable Australian Public Service (APS). The Commission will review its outcome and outputs framework for 2009–10.

The Commission works to support a high-performing APS that is:

- professional and apolitical
- accountable and ethical
- capable in both its skills and its systems
- responsive and innovative
- efficient and effective.

The APS must be able to meet the changing needs of society and government. It is required to implement a complex, extensive policy agenda for the new government and to meet the government's expectations of:

- robust, well-grounded, strategic policy advice
- innovative ideas
- constructive community and stakeholder engagement
- fiscal rigour and the capacity to deliver required cost savings
- effective implementation, supported by strong performance management regimes.

The Commission supports two statutory officeholders: the Public Service Commissioner, who is also agency head, and the Merit Protection Commissioner.

The Public Service Commissioner is responsible for promoting and evaluating the implementation of the APS Values and Code of Conduct, and for reporting on the health of the APS. The Commissioner also has policy responsibilities relating to public administration and people management, particularly the promotion of leadership skills. The Merit Protection Commissioner provides independent external review of actions affecting individual APS employees. In broad terms, the Merit Protection Commissioner performs an ombudsman-like role for the APS. The functions of the Public Service Commissioner and the Merit Protection Commissioner are set out in subsections 41(1) and 50(1), respectively, of the *Public Service Act 1999*.

In 2008–09, the Commission’s outcome will be achieved through three output groups:

- Australian Public Service policy and employment services
- Development programs
- Better practice and evaluation.

The Commission’s administrative structure is based on six groups, with four groups each mapping to three output groups, a regional group with responsibilities across all three output groups, and a corporate group.

1.1 STRATEGIC DIRECTION

Our environment is one of rapid change. Agencies increasingly deliver outcomes through a variety of approaches, including whole-of-government endeavours and partnerships with others. Citizens’ expectations of service delivery are increasing. Generational shifts and a tight labour market are putting pressure on agency capability.

Priorities for 2008–09

Against this background, the Commission has five main priorities for 2008–09.

Driving public sector reform

The Commission will stimulate thinking and debate about the future shape of public administration and any changes required. It will focus its research and evaluation program on challenges facing the APS and public sector reform. It will use the *State of the Service Report* as an instrument for change, as well as an assurance mechanism. A clear focus on fostering the most efficient and effective way of doing business will be maintained.

Advancing the ethics and integrity agenda

The Commission will provide policy advice on the government’s objectives of accountability, ethics, probity and openness, and promote systems and approaches to deliver them. The Commission will actively promote the APS Values and Code of Conduct and contribute to the reform of public interest disclosure (whistleblowing) legislation and information law.

Supporting efficiency and effectiveness

The Commission will propose arrangements to improve APS-wide productivity, which may support improvements in organisational capability and performance, including governance and agency health. It will provide well-targeted leadership, learning and development activities and support the Senior Executive Service (SES) as the leadership cadre for the APS. It will focus on modernising and streamlining APS employment arrangements to support agency efficiency in ways that continue to

provide for equity and diversity. It will promote better practice, including in the corporate services area and through supporting collaborative endeavours.

Fostering innovation and engagement

The Commission will promote and support new ways of public service delivery and operation. It will strengthen its focus on policy development and systems thinking and encourage forums for forward and creative thought. It will also assist in the development of strategic stakeholder engagement skills, and stimulate work on better practice approaches for that engagement and approaches to service delivery more generally.

Continuous improvement in the 'way we do business'

The Commission will ensure that its activities are client focused and will further develop its partnerships with other central agencies. We will strengthen our own governance arrangements and take action to improve information and communications technology systems capacity for 2009–10. We will reduce internal red tape, institute efficiencies wherever possible and place greater emphasis on ensuring cultural and capability alignment with our goals. We will implement emerging best practice.

New measures

The Commission has one new function in 2008–09: to provide advice and support to agencies on strategic recruitment and redeployment matters and to excess APS employees on career transitioning. The government will provide \$2.5 million over two years to fund a Career Transition and Support Centre to undertake these services. The measure will lapse in 2009–10.

The government will also provide \$2.6 million in 2008–09 to continue the APS Indigenous Employment Strategy. Under the strategy, the Commission provides a range of services to APS agencies, including:

- centralised recruitment arrangements to support the intake of Indigenous graduates, cadets and trainees
- organisational and financial support for regional networks of Indigenous employees
- targeted career development training provided across the country
- interagency mobility arrangements.

The measure will lapse on 30 June 2009. The government will consider a further extension of the strategy in the context of the 2009–10 Budget.

Challenges and risks

The Commission's activities are funded through a combination of Budget appropriation and income generated largely through the sale of services to other agencies in the APS. In 2008-09, the Commission will receive \$21.7 million in appropriation funding, with the balance of its income (\$19.2 million, or 47%) coming from non-appropriation sources.

The Commission earns income mainly from development program activities (61%), employment services (25%) and international assistance (10%). This income is earned in an open market in which agencies have choices about where they source their services and the level of services they acquire.

There are some risks to the Commission's budget in 2008-09 and in the forward years. The first is the potential impact of the tighter budgetary climate on the Commission's income from development programs and employment services. As agencies scale back their recruitment practices and reduce their investment in development programs as a result of the tighter budgetary climate, the Commission's cost-recovery income will reduce significantly and there will be challenges in meeting fixed costs.

The second risk arises from the Commission's outsourced arrangements for information technology (IT) infrastructure support services. The Commission has outsourced these services in a contract with other agencies, known as Group 8. The contract comes to an end in June 2009 and cannot be extended. Group 8 will disband on the expiry of the contract. The costs of tendering and establishing a new contract are substantial, and there is uncertainty about the commercial terms likely to be available to the Commission as a small agency.

Finally, the Commission has absorbed rising property costs to date but will face challenges in continuing to meet them.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	7,538 ⁴	21,718 ¹	29,256	30,363
s. 31 Relevant agency receipts		19,175 ³	19,175	20,313
Total	7,538	40,893	48,431⁵	50,676
Total ordinary annual services	A 7,538	40,893	48,431	50,676
Other services				
Departmental non-operating				
Equity injections	-	-	-	315
Previous years' outputs		475	475	-
Total	-	475²	475	315
Total other services	B -	475	475	315
Total Available Annual Appropriations	7,538	41,368	48,906	50,991
Special Accounts⁶				
Opening balance	-	-	-	-
Non-appropriation receipts to Special Accounts	-	-	-	-
Total Special Account	C -	-	-	-
Total resourcing	7,538	41,368	48,906	50,991
A + B + C				
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for agency	7,538	41,368	48,906	50,991

1 Appropriation Bill (No. 1) 2008–09.

2 Appropriation Bill (No. 2) 2008–09.

3 s. 31 Relevant Agency receipts — estimate.

4 Estimated adjusted balance carried from previous year for Annual Appropriations.

5 The total available departmental operating appropriation (outputs) will not equal the total of all outputs in the outcome resource statements as they budget for estimated appropriation attributable to outcomes and not the total available. For reconciliation see Table 3.1.1.

6 Estimated opening balance for special accounts. For further detail on special accounts see Table 3.1.3.

7 All figures are GST exclusive.

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Third party drawdowns from and on behalf of other agencies

The Commission has no third party drawdown arrangements.

1.3 BUDGET MEASURES

Budget measures relating to the Australian Public Service Commission are detailed in Budget Paper No. 2. Table 1.2 provides a summary of government measures and identifies the relevant output groups associated with each measure.

Table 1.2: Agency 2008–09 Budget measures

	Output group	2008–09 \$'000	2009–10 \$'000	2010–11 \$'000	2011–12 \$'000
Expense measures					
Career Transition and Support Centre ¹					
	Departmental outputs	1,383	638	-	-
Closing the Gap - Australian Public Service Indigenous Employment Strategy - continuation					
	Departmental outputs	2,640	-	-	-
Total expense measures		4,023	638	-	-

Prepared on a Government Financial Statistics basis.

¹ This measure has a \$0.4 million expense and a \$0.1 million capital impact in 2007-08. For further details on the 2007-08 impact see Budget Paper No. 2.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian Community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

Each outcome is described below by output groups, specifying the performance indicators and targets used to assess and monitor the performance of the Australian Public Service Commission in achieving government outcomes.

2.1 OUTCOME 1

A confident, high quality, values-based and sustainable Australian Public Service.

2.1.1 Outcome 1 Strategy

In 2008–09 the Australian Public Service Commission will seek to achieve this outcome through the strategic priorities of:

- driving public service reform
- advancing the ethics and integrity agenda
- supporting efficiency and effectiveness
- fostering innovation and engagement
- continuous improvement in the way we do business.

These strategic priorities, which are described more fully in Section 1.1 Strategic Direction, will be achieved through operating priorities within the three output groups of the Commission and through enabling priorities. Each strategic priority will span all outputs. Major projects, priorities and results for the output groups are set out in Contributions to Outcome 1.

Initiatives extending beyond 2008–09 include:

- promoting an understanding of ethics, accountability and transparency for the APS
- focusing our research and evaluation program on challenges facing the APS
- advancing the government's long term policy directions for up-skilling the public service
- supporting APS-wide improvement in the quality of employment-related decision-making
- completing the Career Transition and Support Centre program.

The Commission will also continue to fulfil its ongoing statutory responsibilities, noting that standards of quality and timeliness are likely to reduce in the tighter budgetary climate.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: A confident, high quality, values-based and sustainable Australian Public Service.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output group 1: APS policy and employment services		
Departmental Outputs		
1.1 – Advice and support to Minister, Executive and agency heads	1,837	2,305
1.2 – Employment services	3,458	2,307
1.3 – International assistance and organisations	967	794
1.4 – Merit protection and other services	2,939	2,952
Revenues from other sources (s. 31)		
1.1 – Advice and support to Minister, Executive and agency heads	2	2
1.2 – Employment services	4,760	4,063
1.3 – International assistance and organisations	1,966	2,079
1.4 – Merit protection and other services	-	-
Subtotal for Output Group 1	15,929	14,502
Output group 2: Development programs		
Departmental Outputs		
2.1 – Leadership services	1,905	873
2.2 – Program delivery	2,097	2,974
2.3 – National / international programs	338	177
Revenues from other sources (s. 31)		
2.1 – Leadership services	5,638	4,272
2.2 – Program delivery	4,217	6,083
2.3 – National / international programs	1,851	1,715
Subtotal for Output Group 2	16,046	16,094
Output group 3: Better practice and evaluation		
Departmental Outputs		
3.1 – Indigenous employment	4,500	4,264
3.2 – Promote better practice	978	1,275
3.3 – Statistical / information services	1,421	1,334
3.4 – Research and evaluation	1,278	1,549
Revenues from other sources (s. 31)		
3.1 – Indigenous employment	193	569
3.2 – Promote better practice	565	831
3.3 – Statistical / information services	-	-
3.4 – Research and evaluation	-	-
Subtotal for Output Group 3	8,935	9,822
Total resources for Outcome 1	40,910	40,418
	2008–09	2007–08
Average staffing level (number)	216	211

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.1.3 Contributions to Outcome 1

Output Group 1: APS policy and employment services

Output Group 1: APS policy and employment services	
<p>The Commission provides advice to government and agency heads on APS employment policy and law; delivers employment-related services; and, on behalf of the Merit Protection Commissioner, provides independent review of APS actions. The Commission also supports public institutions in Asia and the Pacific, largely through effective collaboration with AusAID.</p> <p><i>Outputs of Output Group 1:</i></p>	
<p>Output 1.1 Advice and support to Minister, Executive and agency heads</p> <p>The Commission will improve the employment framework and approaches, including through amendments to the <i>Public Service Act 1999</i>; promote understanding of ethics, accountability and transparency for the APS; contribute to the reform of public interest disclosure legislation and information law; update information for agencies on the APS Values and Code of Conduct; and promulgate advice for statutory office holders on their roles and responsibilities.</p>	
<p>Output 1.2 Employment services</p> <p>The Commission will deliver Career Transition and Support Centre services to assist agencies with the implementation of efficiency measures. The Commission will also deliver a job seeker website (apsjobs.gov.au) and statutory services, including SES staffing matters; machinery of government changes; approval of delegations and whistleblowing report responses.</p>	
<p>Output 1.3 International assistance and organisations</p> <p>The Commission will work with AusAID and the Commonwealth Secretariat to advance the government's policies for our region.</p>	
<p>Output 1.4 Merit protection and other services</p> <p>The Commission assists agencies to apply merit in employment decisions in a modern recruitment environment. The Commission will enhance understanding within the APS about the Merit Protection Commissioner's statutory responsibilities; and support APS-wide improvement in the quality of employment related decision making and professional working relationships.</p>	
Key performance indicators	2008–09 target
Advice and support to the minister, Executive and agency heads.	The degree of satisfaction of the minister, the Executive and agency heads, as expressed through feedback about the quality and timeliness of policy and other advice and achievement of tasks.
To provide a job seeker website, apsjobs.gov.au, which incorporates the electronic APS Employment Gazette.	High level of user satisfaction with the quality of apsjobs.gov.au and the handling of feedback. 1 site with 99% availability.

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Output Group 1: APS policy and employment services (continued)	
Key performance indicators	2008–09 target
<p>Perform statutory responsibilities:</p> <p>SES engagements, promotions and termination of employment casework.</p> <p>Services to support any machinery of government changes, approval of delegations and whistleblowing report responses provided by the Public Service Commissioner.</p> <p>Fee-for-service employment-related services.</p>	<p>Number of SES engagements, promotions and termination of employment decisions—estimate 240.</p> <p>95% of agency SES employment recommendations able to be endorsed within one week of receipt of documents. Estimate—55 cases.</p> <p>100% of machinery of government changes completed within legislative timeframes.</p> <p>95% of approvals of delegations to outsiders completed within 5 working days.</p> <p>100% of requests for consultation on, or approval for, re-engagement completed within 5 working days.</p> <p>High level of client satisfaction with the accuracy, quality and timeliness of individual services and individual cases.</p> <p>Fee-for-service employment services—532.</p>
<p>Career Transition and Support Centre services.</p>	<p>Estimate—350 cases.</p>
<p>Deliver high quality technical assistance overseas in line with the records of understanding with AusAID – priorities: Pacific, PNG and Indonesia.</p>	<p>High level of satisfaction with the quality and timeliness of reports, advice and services provided.</p>
<p>Share information, knowledge and skills with visiting officials in Australia.</p>	<p>A high level of satisfaction of the delegations, as advised by the third-party organisers.</p>
<p>Conduct reviews and respond to whistleblowing reports.</p>	<p>Review processes accepted as being impartial, fair and effective.</p> <p>Conduct reviews. Estimate—235 cases</p> <p>70% of reviews completed within published timeframes.</p> <p>Whistleblowing reports. Estimate—5 reports.</p> <p>100% of whistleblowing reports receive an initial response within 6 weeks, with any further investigations conducted in a timely and objective manner.</p>
<p>Policy and advice services provided to the Merit Protection Commissioner.</p>	<p>A high level of satisfaction of the Merit Protection Commissioner with the relevance, quality and timeliness of advice and support provided. Estimate—80 activities.</p>

Output Group 2: Development programs

Output Group 2: Development programs	
<p>The Commission seeks to build the capability of the APS of the future by providing leadership, learning and development programs and services that meet the current and emerging needs of agencies.</p> <p><i>Outputs of Output Group 2:</i></p> <p>Output 2.1: Leadership services</p> <p>The Commission will advance the government's long term policy direction for up-skilling the public service; and support the contemporary leadership and workforce challenges of the SES in a challenging policy environment.</p> <p>Output 2.2: Program delivery</p> <p>The Commission will build on its Learn Lead Succeed strategy to further develop APS capability, and expand its Learning and Development Panel to broaden key areas of expertise and facilitate national program delivery. The Commission will also use its Registered Training Organisation status to build APS capability and encourage greater professionalism across the service; and extend the breadth and depth of program delivery modes and e-learning products to provide greater access to learning and development opportunities for all APS employees.</p> <p>Output 2.3: National/international programs</p> <p>The Commission will support leadership excellence through international programs and will work in partnership with the states and territories on public sector educational training needs.</p>	
Key performance indicators	2008–09 target
Increase leadership knowledge, skills and capability of SES and Executive Level groups across the APS.	<p>Number of seminars and forums delivered. Estimate—125.</p> <p>Number of leadership programs delivered. Estimate—55.</p>
<p>Percentage of responding participants in SES and Executive level programs who when surveyed give a rating of 5 or 6 on a 6-point scale for:</p> <ul style="list-style-type: none"> • relevance • usefulness • administration and coordination. 	85%
Number of agencies engaged through at least one scheduled event, activity or network focused on promoting leadership.	75%
SES Orientation—percentage of new entrants to the SES attending an orientation in the first year.	80%
Number of Career Development Assessment Centres (CDACs) delivered.	Estimate 10 CDACs, with 120 participants.

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Output Group 2: Development programs (continued)	
Key performance indicators	2008–09 target
<p>Percentage of responding CDAC participants who when surveyed give a rating of 3 (beneficial) or above on a 5-point scale for:</p> <ul style="list-style-type: none"> gained a better understanding of strengths and development needs developed a better understanding of leadership capabilities assisted participants to be more effective leaders. 	90%
Promote effective implementation of leadership development across the APS.	Number of agencies using the leadership, learning and development panel to deliver leadership development. Estimate—30.
<p>Consultancy Services—client satisfaction.</p> <p>Percentage of responding surveyed clients who used services provided direct to agencies by brokering delivery from the panel who give a rating of 5 or 6 on a 6-point scale, for how well the program was:</p> <ul style="list-style-type: none"> tailored and delivered coordinated and administered. 	85%
<p>APS 1 – 6 and Executive Level Programs delivered</p> <p>APS 1 – 6 and Executive Level programs: percentage of responding participants who when surveyed give a rating of 5 or 6 on a 6-point scale for:</p> <ul style="list-style-type: none"> achieving objectives program content quality of presenters. 	<p>Estimate 735.</p> <p>85%</p>
<p>Registered Training Organisation.</p> <p>Percentage of responding surveyed clients who used the accreditation services who give a rating of 5 or 6 on a 6-point scale, for how well the service was:</p> <ul style="list-style-type: none"> delivered coordinated and administered. 	<p>Maintain accreditation as a Registered Training Organisation through meeting the Australian Quality Training Framework (AQTF) 2007 essential standards for registration.</p> <p>85%</p>
Number of Leading Australia's Future in Asia (LAFIA) programs delivered.	Estimate 3.

Output Group 2: Development programs (continued)	
Key performance indicators	2008–09 target
<p>Percentage of responding LAFIA participants who when surveyed indicate a high level of satisfaction with the program and give a rating of 5 or 6 on a 6-point scale for:</p> <ul style="list-style-type: none"> • achieving objectives • program content • program coordination and administration. 	85%
<p>Number of Four Countries – Leading Across Boundaries programs delivered.</p> <p>Percentage of responding Four Countries participants who when surveyed indicate a high level of satisfaction with the program and give a rating of 5 or 6 on a 6-point scale for:</p> <ul style="list-style-type: none"> • achieving objectives • program content • program coordination and administration. 	<p>Estimate 1.</p> <p>85%</p>
<p>Number of Public Sector Management Programs Board meetings for which the Commission provides secretariat services.</p>	Target is 1 board meeting and 1 conference.
<p>Number of Government Industry Skills Council meetings at which the Commission contributes the Commonwealth perspective.</p>	Target is 75% of meetings held.

Output Group 3: Better practice and evaluation

Output Group 3: Better practice and evaluation	
<p>Contribute to improved APS performance through the Commissioner's <i>State of the Service Report</i> to Parliament and through evaluation and research of the challenges facing the APS. Promote and advise on better practice approaches to agency performance, people management and governance. Support the work and provision of secretariat services to the Management Advisory Committee and Public Service Commissioners' conferences.</p> <p><i>Outputs of Output Group 3:</i></p> <p>Output 3.1: Indigenous employment</p> <p>The Commission will foster the recruitment and retention of Indigenous Australians in the APS.</p> <p>Output 3.2 Promote better practice</p> <p>The Commission will analyse and provide advice on better practice service delivery approaches. The Commission will also develop an approach to guide talent management and succession planning; promote good practice for modern corporate services areas, including the scope for shared services and best practice administrative review procedures; build line manager capability in key people management and corporate governance responsibilities and work with agencies to tailor services in these areas. The Commission will develop approaches which may support productivity and agency health and will also promote the employment of people with disability in the APS.</p> <p>Output 3.3 Statistical/information services</p> <p>The Commission will maintain and analyse data on APS employment for research purposes.</p> <p>Output 3.4 Research and evaluation</p> <p>The Commission will focus its research and evaluation program on challenges facing the APS, and provide advice on the implications arising from previous decentralisation of the service. The <i>State of the Service Report</i> will be used as a basis for identifying and supporting further public sector reform, including making sure the public service can meet the needs of governments in the future. The links between the <i>State of the Service Report</i>, agency feedback and Commission products and assistance will be strengthened.</p>	
Key performance indicators	2008–09 target
Medium and long term strategies developed and implemented to support employment and retention of Aboriginal and Torres Strait Islander peoples in the APS.	Levels of Aboriginal and Torres Strait Islander employee satisfaction with working in the APS – target is an increase compared to the <i>State of the Service Report</i> timeline data.
Number of agencies involved in initiatives to increase the knowledge, skills and capacity of Indigenous employees and their employers across the APS.	Levels of agency participation in cross-agency and cross-jurisdictional projects.
Satisfaction with levels of access to support networks and development programs.	As measured by responses to the annual State of the Service employee surveys.
Agencies' implementation of strategies has a positive impact on engagement and separation rates of Indigenous employees.	Is proportional representation consistent with the wider APS workplace and the community.

Output Group 3: Better practice and evaluation (continued)	
Key performance indicators	2008–09 target
<p>Number of better practice forums developed and offered, including:</p> <ul style="list-style-type: none"> • Connect Government Series • HR capability program • Commonwealth Management Forum meetings • development, networks and special events 	<p>Estimate 4.</p> <p>Estimate 4.</p> <p>Estimate 2.</p> <p>Estimate 65.</p> <p>85% of responding participants, when surveyed, give a rating of 5 or 6 on a 6-point scale for:</p> <ul style="list-style-type: none"> • achieving objectives • program content • quality of presenters <p>or</p> <ul style="list-style-type: none"> • relevance • usefulness • high quality.
<p>Maintain and analyse data on APS employment for research within the Commission and by other organisations:</p> <ul style="list-style-type: none"> • APS Employment Database • internet accessible data reporting tool • <i>Australian Public Service Statistical Bulletin</i>. 	<p>Comprehensive and reliable data in a useful format.</p> <p>1 per year.</p>
<p>Undertake research into, and advise, on public administration and future directions for the APS.</p>	<p>High level of client use of research outputs.</p>
<p>Evaluate and provide information on the performance of the APS through an annual <i>State of the Service Report</i>.</p>	<p>High level of client use of the <i>State of the Service Report</i>.</p> <p>100% compliance with tabling requirements.</p>
<p>Provide larger agencies with individual employee survey reports aimed at assisting agencies assess their performance compared to the APS overall.</p>	<p>High level of satisfaction that individual agency reports are useful to agencies.</p>
<p>At least one new evaluation aimed at improving the performance of APS departments and agencies.</p>	<p>High level of satisfaction of agencies directly involved in the evaluation and a high level of satisfaction that the evaluations are useful to agencies.</p>

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Output Group 3: Better practice and evaluation (continued)	
Key performance indicators	2008–09 target
Secretariat and research support services provided to the Management Advisory Committee (MAC) and MAC subcommittees responsible for overseeing particular MAC projects; and operational support to the Commissioner as the Executive Officer of the MAC.	<p>A high level of satisfaction of the MAC and associated subcommittees with the relevance, quality and timeliness of advice and support provided.</p> <p>Meetings as required and up to 2 projects.</p>

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency’s asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)^a	48,906
Less estimated payments in 2008-09	(40,379)
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)	8,527

a The 'total available departmental operating appropriation (outputs)' is equal to the carry-forward estimate + budget appropriation + estimated s. 31 receipts included in the Agency Resource Statement (Table 1.1).

3.1.2 Movement of administered funds between years

The Commission has no administered items.

3.1.3 Special Accounts

Special Accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister's Determination under the *Financial Management and Accountability Act 1997* or under separate enabling legislation. Table 3.1.3 shows the expected additions (receipts) and reductions (payments) for each account used by the Australian Public Service Commission.

Table 3.1.3: Estimates of Special Account cash flows and balances

		Opening balance 2008-09	Receipts 2008-09	Payments 2008-09	Adjustments 2008-09	Closing balance 2008-09
	Outcome	2007-08 \$'000	2007-08 \$'000	2007-08 \$'000	2007-08 \$'000	2007-08 \$'000
Other Trust Moneys	1	-	-	-	-	-
– FMA Act (D)		-	6	(6)	-	-
Services for Other Governments and Non-Agency Bodies	1	-	-	-	-	-
– FMA Act (D)		-	-	-	-	-
Total special accounts						
2008-09 Budget estimate		-	-	-	-	-
Total special accounts						
2007-08 estimated actual		-	6	(6)	-	-

D = departmental; FMA Act = *Financial Management and Accountability Act 1997*.

The Other Trust Moneys account is used to receipt Comcare employee reimbursements relating to incidents that occurred until 30 June 2006. The Commission can directly receipt Comcare employee reimbursements for incidents since then, but will retain this account in case it is required in the future.

The Services for Other Governments and Non-Agency Bodies account is currently not in use. The Commission has been advised to retain this account for possible future use.

3.1.4 Australian Government Indigenous expenditure

The Commission's Australian Government Indigenous expenditure is detailed in Table 3.1.4.

Table 3.1.4: Australian Government Indigenous expenditure

Outcome	Appropriations				Other	Total	Output group
	Bill	Bill	Special	Total			
	No. 1	No. 2	Approp	Approp			
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Australian Public Service Commission							
Outcome 1							
Departmental 2008–09	4,500	-	-	4,500	193	4,693	3
<i>Departmental 2007–08</i>	<i>4,264</i>	<i>-</i>	<i>-</i>	<i>4,264</i>	<i>569</i>	<i>4,833</i>	
Total AGIE 2008–09	4,500	-	-	4,500	193	4,693	
<i>Total AGIE 2007–08</i>	<i>4,264</i>	<i>-</i>	<i>-</i>	<i>4,264</i>	<i>569</i>	<i>4,833</i>	

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

The total agency resourcing estimate disclosed in Table 1.1 differs from the total resources available for Outcome 1 disclosed in Table 2.1 and the total departmental income shown in Table 3.2.1 (Budgeted departmental income statement). The reason for the difference is as follows:

- Table 1.1 discloses agency resourcing, which includes prior year unspent appropriations carried forward and cash receipts for the financial year.
- Table 2.1 and Table 3.2.1 disclose total income, which is measured on an accrual basis.

3.2.2 Analysis of budgeted financial statements

Income statement

The Commission is budgeting for a loss, as approved by the Minister for Finance and Deregulation, in each financial year. This budgeted loss is due to the impact of straight-lining minimum operating lease payments for office rental.

Appropriation income will increase by \$0.9 million from \$20.8 million in 2007–08 to \$21.7 million in 2008–09 due to full year funding for the Career Transition and Support Centre. Appropriation income will reduce in 2009–10 to \$18.3 million as funding for the continuation of the APS Indigenous Employment Strategy concludes and operations for the Career Transition and Support Centre tail off.

Goods and services income decreases by \$0.4 million from \$19.6 million in 2007–08 to \$19.2 million in 2008–09. This is due to an expected decrease in agency demand for the Commission's services owing to the tighter budgetary climate.

Balance sheet

Net equity will reduce in 2008–09 and forward years as the Commission incurs losses for accounting adjustments.

Receivables increase by around \$0.5 million in 2008–09 to build reserves to allow for future asset reinvestment.

The lease liability is associated with the outsourced IT infrastructure finance lease. A new refresh cycle program for IT equipment and infrastructure will commence in 2008–09.

The Commission's primary liability continues to be provision for employee entitlements of \$5.8 million. The liability is estimated to increase by around \$0.2 million during 2008-09.

Statement of cash flows

Other operating inflows are the draw-down of reserves held in the Official Public Account to fund investing activities.

Investing cash outflows of \$2.6 million in 2007-08 reflect investment associated with office fit-out works, IT infrastructure and software, and make-good of previous office fit-out. Investment will be at lower levels in 2008-09, 2010-11 and 2011-12. An office fit-out is expected to occur in 2009-10.

Investing inflows represent lease incentives received from lessors to partly fund office fit-out works.

Statement of changes in equity

The \$0.5 million contributed equity injection received in 2008-09 is for prior years' funding for expenditure incurred in 2007-08 for the Career Transition and Support Centre. This prior year funding is recognised as a receivable for 2007-08 in the balance sheet.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	20,804	21,718	18,327	17,721	17,802
Goods and services	19,614	19,192	18,338	18,812	19,479
Total revenue	40,418	40,910	36,665	36,533	37,281
Gains					
Sale of assets	-	-	-	-	-
Other	41	41	41	41	41
Total gains	41	41	41	41	41
Total income	40,459	40,951	36,706	36,574	37,322
EXPENSE					
Employees	20,830	21,520	19,623	19,577	20,079
Suppliers	18,475	18,010	15,502	15,224	15,349
Depreciation and amortisation	1,528	1,764	1,853	1,974	2,020
Finance costs	54	39	41	42	44
Write-down of assets and impairment of assets	-	-	-	-	-
Total expenses	40,887	41,333	37,019	36,817	37,492
Surplus/(Deficit)	(428)	(382)	(313)	(243)	(170)
Surplus (Deficit) attributable to the Australian Government	(428)	(382)	(313)	(243)	(170)

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	450	450	450	450	450
Trade and other receivables	10,016	10,476	10,361	11,541	12,840
Total financial assets	10,466	10,926	10,811	11,991	13,290
Non-financial assets					
Land and buildings	3,964	3,600	3,840	3,438	3,008
Infrastructure, plant and equipment	2,080	2,726	2,539	2,055	2,077
Intangibles	1,406	1,128	923	618	338
Inventories	206	206	206	206	206
Prepayments paid	600	517	507	512	532
Total non-financial assets	8,256	8,177	8,015	6,829	6,161
Total assets	18,722	19,103	18,826	18,820	19,451
LIABILITIES					
Interest bearing liabilities					
Leases	261	737	660	548	1,003
Lease incentives	1,963	1,765	1,597	1,432	1,266
Total interest bearing liabilities	2,224	2,502	2,257	1,980	2,269
Provisions					
Employees	5,568	5,791	6,022	6,263	6,513
Make good	159	168	178	188	199
Total provisions	5,727	5,959	6,200	6,451	6,712
Payables					
Suppliers	2,864	3,188	3,188	3,396	3,582
Prepayments received	1,599	1,528	1,568	1,623	1,688
Total payables	4,463	4,716	4,756	5,019	5,270
Total liabilities	12,414	13,177	13,213	13,450	14,251
Net assets	6,308	5,926	5,613	5,370	5,200
EQUITY^a					
Parent entity interest					
Contributed equity	(1,004)	(1,004)	(1,004)	(1,004)	(1,004)
Reserves	1,013	1,013	1,013	1,013	1,013
Retained surpluses or accumulated deficits	6,299	5,917	5,604	5,361	5,191
Total parent entity interest	6,308	5,926	5,613	5,370	5,200
Total equity	6,308	5,926	5,613	5,370	5,200
Current assets	11,272	11,649	11,524	12,709	14,028
Non-current assets	7,450	7,454	7,302	6,111	5,423
Current liabilities	5,916	6,227	6,327	6,653	6,969
Non-current liabilities	6,498	6,950	6,886	6,797	7,282

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	21,534	21,094	20,319	20,688	21,409
Appropriations	20,404	21,718	18,327	17,721	17,802
Other	2,467	-	8	-	-
Total cash received	44,405	42,812	38,654	38,409	39,211
Cash used					
Employees	20,599	21,297	19,392	19,336	19,829
Suppliers	22,335	20,026	17,690	17,107	17,288
Other	-	1,007	136	1,420	1,573
Total cash used	42,934	42,330	37,218	37,863	38,690
Net cash from or (used by) operating activities	1,471	482	1,436	546	521
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	5	-	-	-	-
Lease incentive	735	-	-	-	-
Total cash received	740	-	-	-	-
Cash used					
Purchase of property, plant and equipment	1,642	762	1,191	401	376
Purchase of intangibles	914	195	245	145	145
Other	79	-	-	-	-
Total cash used	2,635	957	1,436	546	521
Net cash from or (used by) investing activities	(1,895)	(957)	(1,436)	(546)	(521)
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	315	475	-	-	-
Total cash received	315	475	-	-	-
Net cash from or (used by) financing activities	315	475	-	-	-
Net increase or (decrease) in cash held	(109)	-	-	-	-
Cash at the beginning of the reporting period	559	450	450	450	450
Cash at the end of the reporting period	450	450	450	450	450

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008	6,299	1,013	(1,004)	6,308
Income and expense				
Surplus (deficit) for the period	(382)			(382)
Total income and expenses recognised directly in equity	(382)	-	-	(382)
Transactions with owners				
<i>Contribution by owners</i>				
Appropriation (equity injection)			-	-
Subtotal transactions with owners	-	-	-	-
Transfers between equity components				-
Estimated closing balance as at 30 June 2009	5,917	1,013	(1,004)	5,926

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Departmental income

Appropriation income is recognised in the period that the appropriation is made available to the Commission. In 2007–08, \$0.4 million of appropriation income will be accrued for funding for the Career Transition and Support Centre; this will be appropriated in 2008–09 as a prior year output.

Goods and services income is recognised at the time that the goods or services are provided to customers. Goods and services income is earned from development program activities, employment services and international assistance.

Departmental expenses

Expenses are recognised as resources are used by the Commission.

Employee expense includes all obligations incurred to employees for their service during the financial period.

Major supplier expense items include providers of program and training activities to Commission customers, property lease and outgoings, travel and information technology services.

Depreciation represents the consumption of assets' service potential during the financial period.

Departmental assets

Assets are only recognised when resources are controlled by the Commission.

Cash balances are maintained at a working capital level of \$0.5 million. Cash holdings above this level are transferred as a receivable held in the Official Public Account.

Receivables comprise trade debtors and accrued income of approximately \$1.6 million, with the balance comprising a receivable held in the Official Public Account. This balance varies in line with the Commission's capital investment cycle.

Land and buildings consists of office fit-out.

Infrastructure, plant and equipment comprises office and IT equipment.

Intangibles are computer software applications and intellectual property.

Departmental liabilities

Liabilities are recognised when obligations are incurred by the Commission.

The lease liability is associated with the outsourced IT infrastructure finance lease.

Lease incentive liabilities are incentives provided by lessors for rental accommodation.

Employee provision liabilities are for recreation leave, long service leave and accrued salaries and superannuation.

The make-good provision is the Commission's estimated restoration liability if it were to vacate leased office premises.

Suppliers are creditors (invoices on hand, but not yet due for payment) and accrued expense.

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NATIONAL ARCHIVES OF AUSTRALIA

Section 1: Agency overview and resources

The National Archives of Australia (the Archives) has two planned outcomes:

- Commonwealth institutions have access to recordkeeping products and services that enable them to account for their actions and decisions through full, authentic and reliable records.
- Australians have access to a national archival collection that assists them to understand their heritage and democracy.

1.1 STRATEGIC DIRECTION

The Archives will progress major strategic initiatives in relation to both of its outcomes over the 2008–09 financial year.

To assist in improving records management in the Australian Public Service (APS) (Outcome 1), the Archives provides practical products and services to help agencies meet their records management responsibilities. In 2008–09, the Archives will continue its efforts to develop and deliver practical records management assistance to agencies.

In addition, the Archives will consolidate its new and more practical approach to the process of negotiating records authorities with agencies (that is, the legal instruments that govern how long an agency's records are kept). The new approach is easier and is less resource intensive both for agencies and for the Archives.

Overall, the Archives envisages a new basis for building effective relationships with agencies and other strategic stakeholders. The Archives will provide improved information management products and services for all agencies and will proactively build partnerships to assist them more effectively and efficiently over time.

Importantly, the Archives also plans to engage and partner in strategic relationships with the IT sector in government and with IT developers and vendors in the private sector. To ensure that we are better positioned to assist agencies with the ever-increasing volume of information generated, we will seek not only to keep abreast of the rapid pace of technological change, but to influence product development so that it better meets government information management needs.

Achievement of the intended outcome of Australian Government agencies being able to account for their actions and decisions through full, authentic and reliable records will, of course, also rely on the responses of individual agencies and the level of resources that they are able to bring to bear on managing their records. The best

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available measures of this will be the Australian Public Service Commission's *State of the Service Report* and specific agency and topic audits by the Australian National Audit Office.

In relation to public access to the national archival collection (Outcome 2), the most significant initiative will be progressing arrangements for a new state-of-the-art building to store and preserve the Archives' collection. The new building will initially store around 140 shelf-kilometres of paper records and the equivalent of 8 shelf-kilometres of audio-visual records and allow for up to 15 years growth in the collection in all formats. Funding for the new building was allocated at the end of 2006. The Archives is now proceeding through a two-stage process to procure the facility.

Detailed design work and planning and other formal approvals are likely to commence in June 2008. It is likely that construction will begin in February 2009, and will take 18 to 24 months to complete.

When the new building is completed in 2011, its passive environmental design features will ensure that the collection is stored in a much more energy efficient manner. The economies of scale of the new building and its design and layout will also enable the Archives to conduct its daily business operations more efficiently and effectively.

In addition, collection preservation projects will be governed by the long-term Preservation Plan (2008-09 is the second year of the current plan). The plan identifies categories of records most at risk of deterioration and proposes interventions to stabilise them. The Archives is committed to reaching all the 2008-09 targets in the plan.

Progress towards Outcome 2 is also influenced heavily by the programs and activities that the Archives delivers to enable greater access to the collection by the public. In recent years, the public has shown a marked preference for accessing the collection using online technologies. In response, the Archives now has almost 20 million images from our collection available in digital format and accessible via our website.

In 2008-09, the Archives will build on its current online programs and initiatives. We will aim to add a further 1.2 million digital images by the end of the financial year.

At the same time, the challenge faced by the Archives is to meet the growth in public demand for online services while maintaining an appropriate standard of service to those whose research requires them to visit a reading room to sight original archives.

In all areas of the Archives' operation, it is clear that we must continue moving further into the digital domain. Government agencies are increasingly seeking assistance in managing their digital records. Over time, transfers of records from agencies in digital formats will increase (realising significant cost savings on a whole-of-government basis), and the Archives will need to manage and preserve the records in those formats.

The Archives has designed and tested the hardware and software to demonstrate that it is feasible to manage and preserve digital records. Significant investment (beyond the current means of the Archives) will be required to deliver a whole-of-government solution. A priority for the Archives in 2008–09 will be to develop the business case to demonstrate that the investment is warranted.

Digital technologies will also revolutionise the possibilities open to the Archives to deliver access to the public to digital format records.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: National Archives of Australia resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total Estimate 2008–09 \$'000	Estimated Appropriation Available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	79,029 ⁴	66,316 ¹	145,345	67,161
s. 31 Relevant agency receipts	-	1,725 ³	1,725	1,713
Total⁵	79,029	68,041	147,070	68,874
Administered expenses				
Outcome 1	-	-	-	-
Outcome 2	-	-	-	-
Total	-	-	-	-
Total ordinary annual services⁵	A 79,029	68,041	147,070	68,874
Other services				
Administered expenses				
Specific payments to states, ACT, NT and local government				
Outcome 1	-	-	-	-
Outcome 2	-	-	-	-
Total	-	-	-	-
New administered expenses				
Outcome 1	-	-	-	-
Outcome 2	-	-	-	-
Total	-	-	-	-
Departmental non-operating				
Equity injections	-	- ²	-	-
Previous years' outputs	-	- ²	-	-
Total	-	-	-	-
Administered non-operating				
Administered assets and liabilities	-	- ²	-	-
Total	-	-	-	-
Total other services	B -	-	-	-
Total Available Annual Appropriations	79,029	68,041	147,070	68,874
Special Appropriations				
Special Appropriations limited by criteria/entitlement	-	-	-	-
Special Appropriations limited by amount	-	-	-	-
Total Special Appropriations	C -	-	-	-
Total Appropriations excluding Special Accounts	79,029	68,041	147,070	68,874

Continued on next page.

Table 1.1: National Archives of Australia resource statement — Budget estimates for 2008–09 as at Budget May 2008 (continued)

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total Estimate 2008–09 \$'000	Estimated Appropriation Available 2007–08 \$'000
Special Accounts⁶				
Opening balance	95	-	95	117
Appropriation Receipts	-	-	-	-
Appropriation Receipts – other agencies ⁷	-	-	-	-
Non-appropriation receipts to Special Accounts	-	40	40	39
Total Special Account D	95	40	135	156
Total resourcing	79,124	68,081	147,205	69,030
A + B + C + D				
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for agency	79,124	68,081	147,205	69,030

1 Appropriation Bill (No.1) 2008–09.

2 Appropriation Bill (No.2) 2008–09.

3 s. 31 Relevant agency receipts — estimate.

4 Estimated adjusted balance carried from previous year for Annual Appropriations.

5 The total available departmental operating appropriation (outputs) will not equal the total of all outputs in the outcome resource statements as they budget for estimated appropriation attributable to outcomes and not the total available. For reconciliation see Table 3.1.1.

6 Estimated opening balance for special accounts. For further detail on special accounts see Table 3.1.3.

7 Appropriation receipts from other agency annual and special appropriations for 2008–09 included above.

Third party drawdowns from and on behalf of other agencies

	\$'000
Payments made on behalf of other agencies (third party drawdown access) (disclosed in the respective agency resource statement)	-
Payments made on behalf of other agencies (third party drawing rights) (disclosed above)	-
Revenue received from other agencies for the provision of services (disclosed above within departmental s. 31)	142
Payments made by other agencies on behalf of other agencies (disclosed above)	-
Payments made to other agencies for the provision of services (disclosed above)	8,174

1.3 BUDGET MEASURES

The 2008–09 Budget includes no measures relating to the National Archives of Australia.

Section 2: Outcomes and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

Each outcome is described below by output groups, specifying the performance indicators and targets used to assess and monitor the performance of the Archives in achieving government outcomes.

2.1 OUTCOME 1

Commonwealth institutions have access to recordkeeping products and services that enable them to account for their actions and decisions through full, authentic and reliable records.

2.1.1 Outcome 1 Strategy

The Archives' success in achieving Outcome 1 can be assessed by the relevance of its products and services to Australian Government agencies. The Archives aims to develop and deliver products and services that meet the general information management needs of the agencies.

To enable best practice management of Australian Government information, the Archives:

- authorises the retention, destruction, transfer or alteration of Australian Government records
- provides standards, policies, guidelines and training about creating, managing, preserving and disposing of records
- establishes effective strategic partnerships.

The Archives aims to develop and deliver practical products and training services that satisfy stakeholders' needs. The Archives' goal is to achieve an 85% satisfaction rating from stakeholders' feedback that their information management needs and learning objectives have been met.

Through its agency relationship program, the Archives plans to establish that measure of satisfaction by regular engagement with all agencies. Over a two-year cycle, all agencies will be proactively contacted under the program.

2.1.2 Outcome 1 Resource statement

Table 2.1.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1.1: Total resources for Outcome 1

Outcome 1: Commonwealth institutions have access to recordkeeping products and services that enable them to account for their actions and decisions through full, authentic and reliable records.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1.1: Records management products and services		
Departmental Outputs		
Appropriation revenue	4,661	7,512
Revenues from other sources (s. 31)	125	124
Other Trust Monies – National Archives of Australia Special Account – s. 20 FMA Act Det. 2006/60		
Opening balance	-	-
Appropriation receipts	-	-
Non-Appropriation receipts to Special Accounts	3	3
Subtotal for Output Group 1.1	4,789	7,639
Total resources for Outcome 1¹	4,789	7,639
Average staffing level (number)	49	45

¹ The decrease in total resources attributed to Outcome 1 stems mainly from a change in the method used to allocate overhead expenses consumed by outputs. Direct resourcing for Outcome 1 did not change significantly when compared with resourcing in 2007–08.

2.1.3 Contributions to Outcome 1

Output Group 1.1: Records management products and services

Output Group 1.1: Records management products and services	
Australian Government agencies receive practical and timely advice on Archives' information management products and services. Standards, policies, guidelines and training about the creation, management, preservation and disposal of records are available.	
Key performance indicators	2008–09 target
The practical information management products and services developed assist Australian Government agencies.	85% of feedback received on products and services indicates that stakeholder information needs are met. 85% of feedback received from agency training course attendees indicates that their learning objectives are met.
Effective working relations are established with Australian Government agencies.	Over a two-year cycle, all Australian Government agencies are engaged through the agency relations program.

2.2 OUTCOME 2

Australians have access to a national archival collection that assists them to understand their heritage and democracy.

2.2.1 Outcome 2 Strategy

The Archives' success in achieving Outcome 2 can be assessed by surveys over time that reveal that users of the Archives' products and services gain a deeper or different awareness of Australia's heritage or democratic traditions.

Related goals include promoting the role of records as evidence in supporting the rule of law; supporting the effectiveness and accountability of government administration, and preserving and providing access to documentation of the interaction between the Australian Government and the Australian people.

The Archives seeks to achieve Outcome 2 and the related goals through:

- accepting transfers from Australian Government agencies of archival records when agencies no longer have a business need for them
- documenting, describing and indexing the records in the collection to enable their retrieval and use by researchers
- storing the records in appropriate conditions
- undertaking preservation and conservation interventions on records at risk of deterioration
- providing a range of programs and services to facilitate the public's access to the collection
- providing a range of programs and initiatives to enhance the community's understanding of the collection.

This work is shared across two output groups:

- Output 2.1 undertakes an ongoing body of work to index items in the collection, implements a long-term plan to acquire custody of important records from agencies, implements a long-term plan to ensure optimal use of the space in our storage facilities, and identifies and treats the records in the collection that have the highest priority for preservation work.
- Output 2.2 provides access to the collection via online platforms, reading rooms, and a 1300 telephone service, and continues to develop and present exhibitions, publications, websites, educational resources, events and grant schemes to expand the public's knowledge and use of the collection.

The wide range of activity under the two output groups necessitates a wide range of performance measures.

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For Output 2.1, performance measures include specific quantity measures of transfers of archival records from agencies and preservation treatments, and quality measures in relation to documenting the sources of items in the collection and standards for storage of the collection.

For Output 2.2, specific quantity measures have been formulated for 'visitor' numbers (including online visitors). The Archives plans for growth in visitor numbers while maintaining the quality of service provided to researchers and visitors.

2.2.2 Outcome 2 Resource statement

Table 2.2.2 provides additional detail of Budget appropriations and the total resourcing for Outcome 2.

Table 2.1.2: Total resources for Outcome 2

Outcome 2: Australians have access to a national archival collection that assists them to understand their heritage and democracy.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 2.1: A preserved, and developing, national archival collection		
Departmental Outputs		
Appropriation revenue	36,015	26,068
Revenues from other sources (s. 31)	390	300
Special Accounts		
Other Trust Monies – National Archives of Australia Special Account – s. 20 FMA Act Det. 2006/60		
Opening balance	-	1
Appropriation receipts	-	-
Non-appropriation receipts to Special Accounts	12	12
Subtotal for Output Group 2.1¹	36,417	26,381
Output Group 2.2: An accessible, and interpreted, national archival collection		
Departmental Outputs		
Appropriation revenue	25,640	33,581
Revenues from other sources (s. 31)	1,210	1,289
Australian Archives Projects and Sponsored Activities Special Account – s. 20 FMA Act Det. 2006/59		
Opening balance	95	115
Appropriation receipts	-	-
Non-appropriation receipts to Special Accounts	10	10
Other Trust Monies – National Archives of Australia Special Account – s. 20 FMA Act Det. 2006/60		
Opening balance	-	1
Appropriation receipts	-	-
Non-appropriation receipts to Special Accounts	15	14
Subtotal for Output Group 2.2¹	26,970	35,010
Total resources for Outcome 2	63,387	61,391
	2008–09	2007–08
Average staffing level (number)	397	407

¹ The change in total resources attributed to outputs stems mainly from a change in the method used to allocate overhead expenses. Direct resourcing for outputs under Outcome 2 did not change significantly when compared with 2007–08.

2.2.3 Contributions to Outcome 2

Output Group 2.1: A preserved, and developing, national archival collection

Output Group 2.1: A preserved, and developing, national archival collection	
<p>The Archives accepts transfers of archival records from Australian Government agencies when the agencies no longer have a business need for them. The Archives describes and indexes the records in the collection and maintains a comprehensive database on its website to facilitate access to the records in its custody.</p> <p>The Archives provides appropriate storage conditions, continually assesses and monitors the physical condition of records, and undertakes both preventative preservation measures and conservation treatments on paper, audiovisual and electronic formats.</p>	
Key performance indicators	2008–09 target
The proportion of the national archival collection stored in environmental conditions consistent with the Archives Storage Standard.	100% of the collection stored in appropriate conditions by 2011. ¹
The sources of the records held by the Archives are documented so that they can be retrieved and understood by government and public users.	100% of the collection documented.
Items in the national archival collection receive appropriate and timely preservation treatment.	100% of annual targets in the Archives Preservation Plan are met.
Australian Government agency requirements for transfers to the Archives of the archival resources of the Australian Government are met.	100% of current requirements met by 2011. ¹

¹ These targets are linked to the completion of a new state-of-the-art building to store and preserve the collection (this includes growth in the collection in all formats for 15 years).

Output Group 2.2: An accessible, and interpreted, national archival collection

Output Group 2.2: An accessible, and interpreted, national archival collection	
<p>In order to enhance access to the records it holds, the Archives provides electronic access to images of records via the internet. It also maintains reading rooms in each state and territory capital city and provides national reference services for off-site researchers. Members of the public can view original records, purchase photocopies and digital images or request that digital copies of selected archival material be placed on the Archives' website. The Archives delivers a range of programs and initiatives to enhance the community's understanding of the collection.</p>	
Key performance indicators	2008–09 target
The public and researchers receive appropriate and timely services from the Archives.	100% of the Archives' Service Charter Standards met.
Visitors and/or participants in public activities are satisfied.	90% of those surveyed are at least satisfied.
Number of additional record images made available on the Archives' websites.	1.2 million additional images.
Number of records accessed via the Archives' websites.	1.0 million records per annum.
Number of records accessed in the Archives' reading rooms or via the remote reference service.	120,000 records per annum.
Number of visitors/participants in public activities.	5% increase in visitor/participant numbers per annum.
Number of unique visits to all Archives' websites.	5% increase in visits per annum.
Number of additional archival items described in RecordSearch.	500,000 items per annum.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency's asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	147,070
Less estimated amounts consumed in 2008–09	60,367
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)	86,703

3.1.2 Movement of administered funds between years

The Archives will not receive administered funding in 2008–09.

3.1.3 Special Accounts

Special accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister's Determination under the *Financial Management and Accountability Act 1997* or under separate enabling legislation. Table 3.1.3 shows the expected additions (receipts) and reductions (payments) for each account used by the Archives.

Table 3.1.3: Estimates of Special Account cash flows and balances

	Opening balance	Receipts	Payments	Adjustments	Closing balance
	2008-09	2008-09	2008-09	2008-09	2008-09
	2007-08	2007-08	2007-08	2007-08	2007-08
Outcome	\$'000	\$'000	\$'000	\$'000	\$'000
Australian Archives Projects and Sponsored Activities Special Account – s. 20 FMA Act (D) ¹	2				
	95	10	30	-	75
	115	10	30	-	95
Other Trust Monies – National Archives of Australia Special Account – s. 20 FMA Act (D) ²	1 and 2				
	-	30	30	-	-
	2	29	31	-	-
Total special accounts					
2008-09 Budget estimate	95	40	60	-	75
<i>Total special accounts</i>					
<i>2007-08 estimated actual</i>	117	39	61	-	95

A = administered; D = departmental; FMA Act = *Financial Management and Accountability Act 1997*.

1 Australian Archives Projects and Sponsored Activities Special Account—s. 20 *Financial Management and Accountability Act 1997*—Determination 2006/59

2 Other Trust Monies—National Archives of Australia Special Account—s. 20 *Financial Management and Accountability Act 1997*—Determination 2006/60

3.1.4 Australian Government Indigenous expenditure

The Archives has no Australian Government Indigenous expenditure to report for 2008-09.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

There are no material differences between the figures stated in the agency resourcing tables and those in the financial statements.

3.2.2 Analysis of budgeted financial statements

Budgeted income for 2008-09, including government appropriations, totals \$75.1 million and budgeted expenses total \$69.6 million, resulting in an estimated operating surplus of \$5.5 million. This compares to an estimated actual operating surplus of \$6.0 million for 2007-08.

Income

Total budgeted income for 2008-09 of \$75.1 million is \$1.2 million or 1.6% less than the estimated actual income for 2007-08.

Revenues from government decreased (\$0.8 million or 1.3%), largely as a result of the additional 2% efficiency dividend applied, while revenue from the sale of goods and services increased slightly (\$11,000 or 0.7%). Estimated gains decreased (\$0.4 million or 5.0%), largely as a result of an estimated decrease in gains associated with the intake of collection items from other Australian Government agencies.

Expenses

Total budgeted expenses for 2008-09 of \$69.6 million is \$0.7 million or 1.1% less than the estimated actual expenses for 2007-08.

Employee expenses increased (\$2.2 million or 6.9%) and supplier expenses decreased (\$2.6 million or 10.8%) as a result of a review of internal budget allocations. Depreciation and amortisation expenses (\$0.4 million or 3.0%) also decreased, largely as a result of revisions to future capital purchases. Finance costs also increased slightly (\$7,000 or 6.0%), as did other expenses (\$2,000 or 0.9%).

Assets

The value of the Archives total assets increased by \$5.6 million or 0.5% to \$1,229.0 million in 2008-09.

The net increase in total assets largely reflects the increase in trade and other receivables (\$7.6 million or 9.7%), which mostly comprises the Archives' appropriation receivable balance held for meeting the future costs of asset replacement and funding to meet payment of future employee leave obligations, and a decrease in non-financial assets (\$2.1 million or 0.1%).

Liabilities

The value of the Archives' total liabilities increased by \$0.1 million or 0.9% to \$14.6 million in 2008-09. The increase in total liabilities reflects the increase in make-good provisions for properties leased by the Archives.

Equity

Total equity increased by \$5.5 million or 0.5% directly as a result of the planned surplus of \$5.5 million.

Cash flows

Both net cash from operating activities (\$4.4 million or 49.8%) and net cash from investing activities (\$4.4 million or 49.7%) decreased. In the latter case, the decrease reflects a decrease in capital purchases in 2008-09 due to a planned reduction in acquisitions.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	67,161	66,316	67,834	68,065	68,539
Goods and services	1,482	1,493	1,636	1,636	1,636
Other	20	20	20	20	20
Total revenue	68,663	67,829	69,490	69,721	70,195
Gains					
Other	7,678	7,292	15,010	15,010	15,010
Total gains	7,678	7,292	15,010	15,010	15,010
Total income	76,341	75,121	84,500	84,731	85,205
EXPENSE					
Employees	31,963	34,183	34,230	34,100	33,457
Suppliers	23,986	21,392	30,063	31,156	32,020
Depreciation and amortisation	12,914	12,530	13,148	13,438	13,160
Finance costs	117	124	121	121	121
Write-down of assets and impairment of assets	1,181	1,181	1,181	1,181	1,181
Losses from sale of assets			4,949		
Other	230	232	212	212	212
Total expenses	70,391	69,642	83,904	80,208	80,151
Surplus (deficit) attributable to the Australian Government	5,950	5,479	596	4,523	5,054

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	616	596	576	556	536
Trade and other receivables	79,013	86,687	70,727	70,632	70,790
Total financial assets	79,629	87,283	71,303	71,188	71,326
Non-financial assets					
Infrastructure, plant and equipment	31,465	28,654	36,934	33,403	30,350
Inventories	252	252	252	252	252
Intangibles	15,157	14,841	14,512	14,122	13,598
Other	1,096,865	1,097,941	1,106,687	1,115,367	1,123,981
Total non-financial assets	1,143,739	1,141,688	1,158,385	1,163,144	1,168,181
Assets held for sale					
Total assets	1,223,368	1,228,971	1,229,688	1,234,332	1,239,507
LIABILITIES					
Provisions					
Employees	8,163	8,163	8,163	8,163	8,163
Other	4,172	4,296	4,417	4,538	4,659
Total provisions	12,335	12,459	12,580	12,701	12,822
Payables					
Suppliers	1,904	1,904	1,904	1,904	1,904
Other	235	235	235	235	235
Total payables	2,139	2,139	2,139	2,139	2,139
Total liabilities	14,474	14,598	14,719	14,840	14,961
Net assets	1,208,894	1,214,373	1,214,969	1,219,492	1,224,546
EQUITY^a					
Contributed equity	272	272	272	272	272
Retained surpluses or accumulated deficits	1,208,622	1,214,101	1,214,697	1,219,220	1,224,274
Total equity	1,208,894	1,214,373	1,214,969	1,219,492	1,224,546
Current assets	80,604	88,258	72,278	72,163	72,301
Non-current assets	1,142,764	1,140,713	1,157,410	1,162,169	1,167,206
Current liabilities	9,149	9,149	9,149	9,149	9,149
Non-current liabilities	5,325	5,449	5,570	5,691	5,812

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	1,640	1,653	1,810	1,810	1,810
Appropriations	63,424	58,642	83,794	68,160	68,381
Other	3,409	2,709	5,234	3,684	3,770
Total cash received	68,473	63,004	90,838	73,654	73,961
Cash used					
Employees	31,963	34,183	34,230	34,100	33,457
Suppliers	27,176	23,875	35,057	34,586	35,535
Other	505	516	524	538	539
Total cash used	59,644	58,574	69,811	69,224	69,531
Net cash from or (used by) operating activities	8,829	4,430	21,027	4,430	4,430
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment	8,849	4,450	21,047	4,450	4,450
Total cash used	8,849	4,450	21,047	4,450	4,450
Net cash from or (used by) investing activities	(8,849)	(4,450)	(21,047)	(4,450)	(4,450)
Net increase or (decrease) in cash held	(20)	(20)	(20)	(20)	(20)
Cash at the beginning of the reporting period	636	616	596	576	556
Cash at the end of the reporting period	616	596	576	556	536

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	1,208,622	-	-	272	1,208,894
Adjusted opening balance	1,208,622	-	-	272	1,208,894
Surplus (deficit) for the period	5,479	-	-	-	5,479
Total income and expenses recognised directly in equity	5,479	-	-	-	5,479
Estimated closing balance as at 30 June 2009	1,214,101	-	-	272	1,214,373

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

The Archives' budgeted financial statements have been prepared in accordance with Australian Accounting Standards.

OFFICE OF THE COMMONWEALTH OMBUDSMAN

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OFFICE OF THE COMMONWEALTH OMBUDSMAN

Section 1: Agency overview and resources

The planned outcome for the Office of the Commonwealth Ombudsman is to ensure that administrative action by Australian Government agencies is fair and accountable.

The Ombudsman has three major statutory roles:

- Investigating and reviewing the administrative actions of Australian Government officials and agencies, upon receipt of complaints from members of the public, groups and organisations—the office deals with around 30,000 approaches and complaints each year.
- Investigating, on the initiative or ‘own motion’ of the Ombudsman, the administrative actions of Australian Government agencies, often as a result of insights gained from handling individual complaints—around 12 own motion reports are released publicly each year.
- Inspecting the records of agencies such as the Australian Federal Police and the Australian Crime Commission, to ensure compliance with legislative requirements applying to selected law enforcement and regulatory agencies— reports on these security-classified areas are made to the Attorney-General or Parliament according to statute.

The office contributes to improved administration by recommending changes in work practices, procedures and administrative arrangements arising from the examination of complaints or as a result of own motion investigations of systemic issues.

1.1 STRATEGIC DIRECTION

In 2008–09, the strategic priorities of the office are to:

- deliver effective and efficient complaint handling
- inspect the accuracy and comprehensiveness of records on selected law enforcement activities
- recruit, develop and retain professional and proficient staff
- nurture the working relationship with Australian Government and ACT Government agencies
- communicate effectively with key stakeholders and target audiences
- maintain a vibrant international program to foster and expand Ombudsman services in the Asia-Pacific region
- make submissions to parliamentary and governmental inquiries.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior + year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	4,380	17,737	22,117	17,881
s. 31 Relevant agency receipts	551	1,765	2,316	1,661
Total	4,931	19,502	24,433	19,542
Administered expenses				
Total	-	-	-	-
Total ordinary annual services	A 4,931	19,502	24,433	19,542
Other services				
Administered expenses				
Specific payments to states, ACT, NT and local government				
Total	-	-	-	-
New administered expenses				
Total	-	-	-	-
Departmental non-operating				
Equity injections	129	-	129	149
Previous years' outputs	-	-	-	-
Total	129	-	129	149
Administered non-operating				
Administered assets and liabilities	-	-	-	-
Total	-	-	-	-
Total other services	B 129	-	129	149
Total Available Annual Appropriations	5,060	19,502	24,562	19,691
Special Appropriations				
Special Appropriations limited by criteria/entitlement				
Special Appropriations limited by amount	-	-	-	-
Total Special Appropriations	C -	-	-	-
Total Appropriations excluding Special Accounts	5,060	19,502	24,562	19,691

Continued on next page.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008 (continued)

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Special Accounts				
Total Special Account	D -	-	-	-
Total resourcing	5,060	19,502	24,562	19,691
A+ B + C + D				
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for agency	5,060	19,502	24,562	19,691

1 s. 31 Relevant agency receipts — estimate.

2 Estimated adjusted balance carried from previous year for Annual Appropriations.

3 The total available departmental operating appropriation (outputs) will not equal the total of all outputs in the outcome resource statements as they budget for estimated appropriation attributable to outcomes and not the total available. For reconciliation see Table 3.1.1.

4 Appropriation receipts from agency annual and special appropriations for 2008–09 included above.

Third party drawdowns from and on behalf of other agencies

The office has no third party drawdown arrangements.

1.3 BUDGET MEASURES

Budget measures relating to the Office of the Commonwealth Ombudsman are detailed in Budget Paper No.2. Table 1.2 provides a summary of government measures and identifies the relevant outcome associated with each measure.

Table 1.2: Agency 2008–09 Budget measures

	Outcome	2008–09 \$'000	2009–10 \$'000	2010–11 \$'000	2011–12 \$'000
Expense measures					
Closing the Gap - Northern Territory - Commonwealth Ombudsman support					
Departmental expenses	1	202	-	-	-
Responsible Economic Management - Access Card ¹					
Departmental expenses	1	(639)	(653)	(1,801)	(1,837)
Total expense measures					
Departmental		(437)	(653)	(1,801)	(1,837)
Total		(437)	(653)	(1,801)	(1,837)
Capital measure					
Responsible Economic Management - Access Card ¹					
Departmental capital	1	-	-	-	-
Total capital measure					
Departmental		-	-	-	-
Total		-	-	-	-

Prepared on a Government Financial Statistics basis.

1 The government will not proceed with the measure 'Health and Social Services Access Card—review mechanism' announced in the *Mid-Year Economic and Fiscal Outlook 2007–08*. This measure has a \$(0.5) million expense and a \$(0.1) million capital impact in 2007-08. For further details on the 2007–08 impact see Budget Paper No. 2.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the outputs which demonstrate their contribution to government outcomes over the coming year.

The Office of the Commonwealth Ombudsman's single outcome is described below by outputs, specifying the performance indicators and targets used to assess and monitor the performance of the office in achieving government outcomes.

2.1 OUTCOME 1

Administrative action by Australian Government agencies is fair and accountable.

2.1.1 Outcome 1 Strategy

The key strategies for the office in achieving Outcome 1 are:

- focus on areas of administrative concern as identified through analysis of complaint trends
- build on work practices and system changes to deliver improved timeliness, efficiency and effectiveness in managing complaints, conducting inspections and generating reports
- manage issues arising from the Northern Territory Emergency Response initiatives, and work with the Indigenous communities to raise awareness of the Ombudsman's services and to assist individuals and agencies to resolve complaints about government administrative action
- continue to build the profile of the office through outreach, relevant publications and communication activities
- continue to develop relationships with key agencies to ensure better front-line services and improved internal complaint-handling processes by those agencies.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: Administrative action by Australian Government agencies is fair and accountable	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output 1: Review of administrative action		
Departmental Output	16,660	16,886
Revenues from other sources (s. 31)	1,765	1,611
Subtotal for Output 1.1	18,425	18,497
Output 2: Review of statutory compliance in specified areas		
Departmental Output	903	1,019
Revenues from other sources (s. 31)	-	-
Subtotal for Output 1.2	903	1,019
Total resources for Outcome 1	19,328	19,516
	2008–09	2007–08
Average staffing level (number)	137	153

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.1.3 Contributions to Outcome 1

Output 1: Review of administrative action

Output 1: Review of administrative action	
Key performance indicators	2008–09 target
Complaint handling service delivered effectively and efficiently.	Improvement in the achievement of our client service standards for all incoming approaches to the office and the management of all complaints. Efficiently close all approaches and complaints received, in the face of growing complaint numbers.
Submissions, own motion investigations and better practice guides foster improved public administration generally.	Produce an estimated six submissions, 12 own motion investigations, and two better practice guides.
Agencies satisfied with quality of services, and accept findings and recommendations resulting from complaint investigations and systemic problems identified.	Agencies generally accept findings and recommendations.
Timely and effective completion of assessment reports on long-term immigration detainees.	Government generally accepts recommendations on detainees.
Public satisfaction with the quality of services provided.	High level of satisfaction with service received.

Output 2: Review of statutory compliance in specified areas

Output 2: Review of statutory compliance in specified areas	
Key performance indicators	2008–09 target
Inspect the accuracy and comprehensiveness of records on selected law enforcement activities for compliance with statutory requirements.	All inspections and reports completed according to the statutory inspection schedule. Government and agencies accept the quality and relevance of findings and recommendations.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency's asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	24,433
Less estimated payments made in 2008-09	19,263
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)	5,170

3.1.2 Movement of administered funds between years

The office has no movement of administered items from 2007–08 to 2008–09.

3.1.3 Special Accounts

The office has no special accounts.

3.1.4 Australian Government Indigenous expenditure

The office received additional funding of \$0.3 million in 2007–08, including \$0.1 million in capital funding, to provide services both to Indigenous communities who may wish to make complaints about the actions of Northern Territory Emergency Response (NTER) agencies to a ‘neutral’ third party, and to NTER agencies in assisting them to develop better complaint-handling procedures.

The Commonwealth Ombudsman has undertaken significant work as part of the whole-of-government NTER measures, including ongoing outreach to Northern Territory Indigenous communities to promote the Ombudsman’s role and to conduct complaint clinics, and ongoing investigations of individual and systemic complaints to achieve better public administration.

Our activities are designed to provide assurance to Indigenous communities, as well as the broader community, that agencies and others delivering services to remote Northern Territory communities have appropriate complaint-handling mechanisms in place. Through our complaint management activities and investigations of individual and systemic complaints, we have highlighted cross-agency issues and deficiencies in NTER administration.

Table 3.1.4: Australian Government Indigenous expenditure

Outcome	Appropriations				Other \$'000	Total \$'000	Output
	Bill	Bill	Special	Total			
	No. 1 \$'000	No. 2 \$'000	Approp \$'000	Approp \$'000			
Office of the Commonwealth Ombudsman							
Outcome 1							
Administrative action by Australian government agencies is fair and accountable							
Departmental 2008–09	202	-	-	202	-	202	1
<i>Departmental 2007–08</i>	<i>888</i>	<i>20</i>	<i>-</i>	<i>908</i>	<i>-</i>	<i>908</i>	<i>1</i>
Total AGIE 2008–09	202	-	-	202	-	202	
<i>Total AGIE 2007–08</i>	<i>888</i>	<i>20</i>	<i>-</i>	<i>908</i>	<i>-</i>	<i>908</i>	

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

The Office of the Commonwealth Ombudsman has no significant differences between the resource information presented in the Budget Papers and Portfolio Budget Statements as a result of differences between Australian Accounting Standards (AAS) and Government Finance Statistics (GFS).

3.2.2 Analysis of budgeted financial statements

Departmental

Departmental income statement

The Office of the Commonwealth Ombudsman is budgeting for a balanced operating result for the 2008–09 year.

Total revenue for the 2008–09 year is estimated to be \$19.5 million (2007–08: \$19.3 million). Revenue from government (appropriation funding) has decreased from \$17.9 million in 2007–08 to \$17.7 million in 2008–09.

Other revenue is expected to increase in 2008–09—this primarily relates to grant revenue from AusAID.

Operating expenses for 2008–09 are estimated to total \$19.5 million (2007–08: \$19.8 million). In 2007–08 the office received approval to budget for an operating loss of \$0.5 million.

Departmental balance sheet

The office's budgeted net asset position as at 30 June 2009 is \$2.7 million, which remains constant with the 30 June 2008 position.

The office's primary liability continues to be accrued employee entitlements. The liability is generally expected to increase in future years due to the financial impact of payroll increases.

Departmental statement of cash flows

The office maintains a working cash balance of \$0.2 million.

Departmental statement of changes in equity – summary of movement

The statement of changes in equity shows the expected movements in equity over the 2008–09 year. The budgeted balanced position in the income statement results in no expected movement in the accumulated balance.

Administered

The office has no administered items.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	17,881	17,737	17,749	17,857	18,050
Goods and services	1,428	1,760	1,465	1,490	1,229
Other	19	19	20	19	19
Total revenue	19,328	19,516	19,234	19,366	19,298
Gains					
Foreign exchange gains	-	-	-	-	-
Reversals of previous asset write-downs	-	-	-	-	-
Sale of assets	-	-	-	-	-
Other	-	-	-	-	-
Total gains	-	-	-	-	-
Total income	19,328	19,516	19,234	19,366	19,298
EXPENSE					
Employees	13,255	13,019	12,756	13,216	13,414
Suppliers	5,844	5,705	5,681	5,392	5,126
Depreciation and amortisation	729	792	797	758	758
Total expenses	19,828	19,516	19,234	19,366	19,298
Surplus (Deficit) before income tax	(500)	-	-	-	-
Income tax expense	-	-	-	-	-
Surplus/(Deficit)	(500)	-	-	-	-
Surplus (deficit) attributable to the Australian Government	(500)	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	150	150	150	150	150
Trade and other receivables	4,910	5,163	5,035	4,738	4,726
Total financial assets	5,060	5,313	5,185	4,888	4,876
Non-financial assets					
Infrastructure, plant and equipment	1,837	1,570	1,503	1,666	1,656
Intangibles	402	597	607	446	458
Other	211	211	211	211	211
Total non-financial assets	2,450	2,378	2,321	2,323	2,325
Assets held for sale					
Total assets	7,510	7,691	7,506	7,211	7,201
LIABILITIES					
Provisions					
Employees	3,266	3,452	3,631	3,812	3,812
Other	287	287	287	287	287
Total provisions	3,553	3,739	3,918	4,099	4,099
Payables					
Suppliers	583	599	546	382	382
Other	654	633	322	10	-
Total payables	1,237	1,232	868	392	382
Total liabilities	4,790	4,971	4,786	4,491	4,481
Net assets	2,720	2,720	2,720	2,720	2,720
EQUITY^a					
Parent entity interest					
Contributed equity	2,145	2,145	2,145	2,145	2,145
Reserves	215	215	215	215	215
Retained surpluses or accumulated deficits	360	360	360	360	360
Total parent entity interest	2,720	2,720	2,720	2,720	2,720
Total equity	2,720	2,720	2,720	2,720	2,720
Current assets	5,271	5,524	5,396	5,099	5,087
Non-current assets	2,239	2,167	2,110	2,112	2,114
Current liabilities	4,184	4,409	4,224	4,006	4,146
Non-current liabilities	606	562	562	485	335

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	1,611	1,765	1,178	1,203	1,229
Appropriations	18,063	17,484	17,877	18,154	18,062
Other	-	-	-	-	-
Total cash received	19,674	19,249	19,055	19,357	19,291
Cash used					
Employees	13,068	12,833	12,577	13,034	13,414
Suppliers	5,944	5,696	5,738	5,563	5,117
Grants	-	-	-	-	-
Borrowing costs	-	-	-	-	-
Other	-	-	-	-	-
Income taxes paid	-	-	-	-	-
Total cash used	19,012	18,529	18,315	18,597	18,531
Net cash from or (used by) operating activities	662	720	740	760	760
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment	720	720	740	760	760
Total cash used	720	720	740	760	760
Net cash from or (used by) investing activities	(720)	(720)	(740)	(760)	(760)
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	149	-	-	-	-
Total cash received	149	-	-	-	-
Cash used					
Repayments of debt	-	-	-	-	-
Dividends paid	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) financing activities	149	-	-	-	-
Net increase or (decrease) in cash held	91	-	-	-	-
Cash at the beginning of the reporting period	59	150	150	150	150
Cash at the end of the reporting period	150	150	150	150	150

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	360	215	-	2,145	2,720
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	360	215	-	2,145	2,720
Income and expense					
Income and expenses recognised directly in equity:					
Gain/loss on revaluation of property	-	-	-	-	-
Subtotal income and expense	-	-	-	-	-
Surplus (deficit) for the period	-	-	-	-	-
Total income and expenses recognised directly in equity	-	-	-	-	-
Transactions with owners					
<i>Distribution to owners</i>					
Returns on capital					
Dividends	-	-	-	-	-
Returns of capital					
Restructuring	-	-	-	-	-
Other	-	-	-	-	-
<i>Contribution by owners</i>					
Appropriation (equity injection)	-	-	-	-	-
Other:					
Restructuring	-	-	-	-	-
Subtotal transactions with owners	-	-	-	-	-
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2009	360	215	-	2,145	2,720

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Departmental

Departmental assets, liabilities, revenues and expenses are those items that are controlled by the office, and that are used by the office to produce its outputs. They include:

- computers, plant and equipment used in providing goods and services
- liabilities for employment entitlements
- revenue from appropriations or independent sources in payment for outputs
- employee, supplier and depreciation expenses incurred in providing outputs.

Departmental revenue

Revenue from government represents the purchase of outputs from the Office of the Commonwealth Ombudsman by the government and is recognised to the extent that it has been received into the office's bank account or is entitled to be received by the office at year end.

Revenue from other sources, representing sales from goods and services, is recognised at the time that it is earned. Other sources of revenue are services provided by the Ombudsman to the ACT Government as the ACT Ombudsman and grants received from AusAID for developing Ombudsman services in the Asia-Pacific region.

Departmental expense—employees

Employee expenses include salaries, allowances, leave entitlements, fringe benefits tax, redundancy expenses and superannuation.

Departmental expense—suppliers

This item represents payments to suppliers for goods and services that are used in providing the office's outputs.

Departmental expense—depreciation and amortisation

Depreciable property, plant and equipment and intangible assets are written off to their estimated residual values over their estimated useful life to the office.

Departmental assets—financial assets

The primary financial asset relates to appropriation receivable. Financial assets are used to fund the office's capital program, employee entitlements and creditors, and to provide working capital.

Departmental assets—non-financial assets

These items represent future economic benefits that the office will consume in producing outputs. The reported value represents the purchase price paid less the depreciation incurred to date in using the asset.

Departmental liabilities—provisions and payables

Provision has been made for the Office of the Commonwealth Ombudsman's liability for employee entitlements arising from services rendered by employees. This liability includes unpaid annual leave and long service leave.

Other provisions represent the cost to make good the office's premises, should it need to vacate leased office premises.

Suppliers are creditors not yet paid and other accrued expense.

Other payables represent property lease incentives that the Office of the Commonwealth Ombudsman has received which are written off over the life of the lease. In addition, some grants from AusAID are received in advance of the amounts being used by the office.

OFFICE OF THE INSPECTOR-GENERAL OF INTELLIGENCE AND SECURITY

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OFFICE OF THE INSPECTOR-GENERAL OF INTELLIGENCE AND SECURITY

Section 1: Agency overview and resources

The planned outcome for the Office of the Inspector-General of Intelligence and Security is to provide assurance that Australia's intelligence agencies act legally, ethically and with propriety.

The Inspector-General of Intelligence and Security independently oversees and reviews activities of the Australian Security Intelligence Organisation (ASIO), the Australian Secret Intelligence Service (ASIS), the Defence Signals Directorate (DSD), the Defence Intelligence Organisation (DIO), the Defence Imagery and Geospatial Organisation (DIGO) and the Office of National Assessments (ONA). The purpose of the oversight and review is to ensure that the agencies act legally and with propriety, comply with ministerial guidelines and directives, and respect human rights.

The office was established in 1987 under the *Inspector-General of Intelligence and Security Act 1986* (IGIS Act). The Inspector-General's inquiries into and inspections of the activities of the agencies include, amongst other matters, investigating complaints made against the agencies.

There are no budget measures relating to the Office of the Inspector-General of Intelligence and Security for 2008-09.

1.1 STRATEGIC DIRECTION

The priorities for the year ahead will be to:

- continue and expand the Agency's inspection activities, which involve proactive monitoring of the Australian Intelligence Community (AIC) agencies
- respond within a timely manner to complaints/inquiries which fall within the Inspector-General's jurisdiction (when appropriate, the Inspector-General can also initiate 'own motion' inquiries under the IGIS Act).
- strengthen relationships with international review agencies by attending the sixth International Intelligence Review Agencies Conference to be hosted by New Zealand (the conference provides valuable insights into different approaches to issues of intelligence oversight and accountability).

The major challenges facing the Agency include the changing worldwide security environment and the consequential growth in the size of the AIC agencies.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior + year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	1,494	1,899	3,393	1,746
s. 31 Relevant agency receipts	-	-	-	-
Total	1,494	1,899	3,393	1,746
Total ordinary annual services	1,494	1,899	3,393	1,746
Total Available Annual Appropriations	1,494	1,899	3,393	1,746
Total net resourcing for agency	1,494	1,899	3,393	1,746

1.3 BUDGET MEASURES

There are no measures relating to the Office of the Inspector-General of Intelligence and Security in the 2008–09 Budget.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

The single planned Outcome of the Office of the Inspector-General of Intelligence and Security is described below by output group, specifying the performance indicators and targets used to assess and monitor the performance of the Agency in achieving government outcomes.

2.1 OUTCOME 1

Assurance that Australia's intelligence agencies act legally, ethically and with propriety.

2.1.1 Outcome 1 Strategy

The strategy employed to achieve the Agency's single Outcome is to:

- continue and expand the Agency's inspection activities, which involve proactively monitoring and/or reviewing the activities of the AIC agencies
- where appropriate, investigate complaints about the activities of the AIC agencies, and when appropriate initiate 'own motion' inquiries (as provided for under the IGIS Act).

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: Assurance that Australia's intelligence agencies act legally, ethically and with propriety	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1:		
Departmental Outputs		
Inspect, inquire into, and report on, the activities of the intelligence and security agencies	1,899	1,746
Subtotal for Output Group 1	1,899	1,746
Total resources for Outcome 1	1,899	1,746
	2008–09	2007–08
Average staffing level (number)	11	9

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.1.3 Contributions to Outcome 1

Output Group 1: Inspect, inquire into, and report on, the activities of the intelligence and security agencies

Output Group 1: Inspect, inquire into, and report on, the activities of the intelligence and security agencies	
<p>The Commonwealth provides funds for the Inspector-General of Intelligence and Security to enable the responsibilities and functions outlined in the <i>Inspector-General of Intelligence and Security Act 1986</i> to be exercised.</p> <p>The effectiveness of the office may be assessed against a range of performance criteria, including:</p> <ul style="list-style-type: none"> • the breadth and depth of monitoring work undertaken • the timeliness of completion of inquiries • the level of acceptance by agencies, complainants and ministers of conclusions and recommendations of inquiries conducted • the extent to which there has been change within the agencies as a result of the activities of the office. 	
Key performance indicators	2008–09 target
Timeliness, scope and outcome of specific monitoring activities (which includes both inspection and inquiry activities).	<ul style="list-style-type: none"> • To retain the confidence of relevant ministers and the Parliamentary Joint Committee on Intelligence and Security. • To reduce the average time taken to finalise complainant initiated preliminary and full inquiries (2006–07: 95 days).
Completion of planned inspection program (in each annual report, the Inspector-General of Intelligence and Security details the program for the next year).	<ul style="list-style-type: none"> • 100% completion.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency’s asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	3,393
Less estimated payments in 2008–09	1,786
Estimated departmental outputs carried forward and available for 2009–10	1,607

3.1.2 Movement of administered funds between years

The Office of the Inspector-General of Intelligence and Security does not have any administered items.

3.1.3 Special Accounts

Special Accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister’s Determination under the *Financial Management and Accountability Act 1997* (FMA Act) or under separate enabling legislation.

The Agency has two special accounts established under section 20 of the FMA Act. The accounts established are:

- *Other Trust Moneys Account.* The purpose of this account is for expenditure of monies temporarily held in trust or otherwise for the benefit of a person other than the Commonwealth.
- *Services for Other Governments and Non-Agency Bodies Account.* The purpose of this account is for expenditure in connection with services performed on behalf of other governments and bodies that are not FMA Act agencies.

Both these accounts have zero balances and have never been active.

Table 3.1.3: Estimates of Special Account cash flows and balances

	Opening balance 2008-09 <i>2007-08</i>	Receipts 2008-09 <i>2007-08</i>	Payments 2008-09 <i>2007-08</i>	Adjustments 2008-09 <i>2007-08</i>	Closing balance 2008-09 <i>2007-08</i>
Outcome	\$'000	\$'000	\$'000	\$'000	\$'000
Other Trust Moneys Account (s. 20, FMA Act)	-	-	-	-	-
Services for Other Governments and Non-Agency Bodies Accounts (s. 20, FMA Act)	-	-	-	-	-
Total special accounts	-	-	-	-	-
2008-09 Budget estimate	-	-	-	-	-
<i>Total special accounts</i>	-	-	-	-	-
<i>2007-08 estimated actual</i>	-	-	-	-	-

FMA Act = *Financial Management and Accountability Act 1997.*

3.1.4 Australian Government Indigenous expenditure

The Office of the Inspector-General of Intelligence and Security has no Indigenous expenditure to report for 2008-09.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Analysis of budgeted financial statements

Departmental income statement

The Agency is once again budgeting for a balanced budget in 2008–09. For 2008–09, the Agency will receive an operating appropriation totalling \$1.9 million. The most significant component of the expenditure will be salary-related expenditure, which reflects the nature of the Agency’s activities and functions.

The increase in government funding from 2007–08 (\$0.2 million) is primarily related to a planned increase in staff resources for the Agency. With the increasing size of the Australian Intelligence Community and the increasing focus on global security, there is a growing demand for the Agency’s services.

The resources received by the Agency free of charge include the office space occupied in the Department of the Prime Minister and Cabinet building (estimated value: \$0.1 million per year), the financial audit services provided by the Australian National Audit Office (estimated value: \$14,000 per year) and maintenance of the internal secure communications network provided by DSD (estimated value: \$2,000).

Departmental balance sheet

There is no planned significant capital expenditure in 2008–09. The most significant component of the Agency’s assets is the internal secure network, which has been upgraded in 2007–08. The Agency also holds some office furniture and equipment, but the majority of assets are owned by the Department of the Prime Minister and Cabinet and are provided free of charge.

The Agency operates under a cash level agreement with the Department of Finance and Deregulation whereby funds are only drawn down from the Agency’s appropriation once the cash held falls below \$0.3 million. Hence, the appropriation receivable figure increases over the years due to non-cash expenditure items such as depreciation and leave accruals.

The Agency’s only significant liabilities are accrued leave liabilities. Because of the significance of these liabilities, funds have been set aside in the Official Public Account. Existing cash holdings will also be required to fund these liabilities.

Departmental statement of cash flows

The cash holdings remain constant over the years due to the cash level agreement between the Agency and the Department of Finance and Deregulation.

Departmental statement of changes in equity – summary of movement 2008–09

The Agency’s equity position in 2008–09 is expected to be \$0.6 million and is unchanged across the forward years.

3.2.2 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	1,746	1,899	2,101	2,115	2,134
Goods and services	-	-	-	-	-
Fees and fines	-	-	-	-	-
Interest	-	-	-	-	-
Dividends	-	-	-	-	-
Rents	-	-	-	-	-
Royalties	-	-	-	-	-
Other – Resources received free of charge	118	118	118	118	118
Total revenue	1,864	2,017	2,219	2,233	2,252
Gains					
Foreign exchange gains	-	-	-	-	-
Reversals of previous asset write-downs	-	-	-	-	-
Sale of assets	-	-	-	-	-
Other	-	-	-	-	-
Total gains	-	-	-	-	-
Total income	1,864	2,017	2,219	2,233	2,252
EXPENSE					
Employees	1,305	1,490	1,613	1,627	1,713
Suppliers	544	497	576	593	526
Grants	-	-	-	-	-
Depreciation and amortisation	15	30	30	13	13
Finance costs	-	-	-	-	-
Write-down of assets and impairment of assets	-	-	-	-	-
Losses from sale of assets	-	-	-	-	-
Foreign exchange losses	-	-	-	-	-
Other	-	-	-	-	-
Total expenses	1,864	2,017	2,219	2,233	2,252
Share of operating results of associates and joint ventures accounted for using the equity method	-	-	-	-	-
Surplus (Deficit) before income tax	-	-	-	-	-
Income tax expense	-	-	-	-	-
Surplus/(Deficit)	-	-	-	-	-
Minority interest in surplus (deficit)	-	-	-	-	-
Surplus (deficit) attributable to the Australian Government	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	300	300	300	300	300
Trade and other receivables	-	24	24	24	24
Investments accounted for under the equity method	-	-	-	-	-
Investments	-	-	-	-	-
Other investments	-	-	-	-	-
Tax assets	-	-	-	-	-
Other	1,195	798	798	838	838
Total financial assets	1,495	1,122	1,122	1,162	1,162
Non-financial assets					
Land and buildings	-	-	-	-	-
Infrastructure, plant and equipment	76	43	13	-	47
Investment properties	-	-	-	-	-
Inventories	-	-	-	-	-
Intangibles	-	-	-	-	-
Biological assets	-	-	-	-	-
Other	-	-	-	-	-
Total non-financial assets	76	43	13	-	47
Assets held for sale	-	-	-	-	-
Total assets	1,571	1,165	1,135	1,162	1,209
LIABILITIES					
Interest bearing liabilities					
Loans	-	-	-	-	-
Leases	-	-	-	-	-
Deposits	-	-	-	-	-
Other	-	-	-	-	-
Total interest bearing liabilities	-	-	-	-	-
Provisions					
Employees	959	557	527	554	601
Other	-	-	-	-	-
Total provisions	959	557	527	554	601
Payables					
Suppliers	50	46	46	46	46
Grants	-	-	-	-	-
Dividends	-	-	-	-	-
Other	-	-	-	-	-
Total payables	50	46	46	46	46
Liabilities included in disposal groups held for sale	-	-	-	-	-
Total liabilities	1,009	603	573	600	647
Net assets	562	562	562	562	562

Continued on next page.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
EQUITY^a					
Parent entity interest					
Contributed equity	402	402	402	402	402
Reserves	3	3	3	3	3
Retained surpluses or accumulated deficits	157	157	157	157	157
Total parent entity interest	562	562	562	562	562
Minority interest					
Contributed equity	-	-	-	-	-
Reserves	-	-	-	-	-
Retained surpluses or accumulated deficits	-	-	-	-	-
Total minority interest	-	-	-	-	-
Total equity	562	562	562	562	562
Current assets	1,495	1,122	1,122	1,162	1,162
Non-current assets	76	43	13	-	47
Current liabilities	98	74	73	73	76
Non-current liabilities	911	529	500	527	571

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	-	-	-	-	-
Appropriations	1,746	1,894	2,096	2,188	2,247
Interest	-	-	-	-	-
Dividends	-	-	-	-	-
Other	-	5	5	5	5
Total cash received	1,746	1,899	2,101	2,193	2,252
Cash used					
Employees	1,285	1,427	1,550	1,681	1,666
Suppliers	404	467	546	507	521
Grants	-	-	-	-	-
Borrowing costs	-	-	-	-	-
Other	-	5	5	5	5
Income taxes paid	-	-	-	-	-
Total cash used	1,689	1,899	2,101	2,193	2,192
Net cash from or (used by)					
operating activities	57	-	-	-	60
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	-	-	-	-	-
Proceeds from sales of financial instruments	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment	57	-	-	-	60
Purchase of financial instruments	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	57	-	-	-	60
Net cash from or (used by)					
investing activities	(57)	-	-	-	(60)

Continued on next page.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June) (continued)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	-	-	-	-	-
Proceeds from issuing financial instruments	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Repayments of debt	-	-	-	-	-
Dividends paid	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) financing activities	-	-	-	-	-
Net increase or (decrease) in cash held	-	-	-	-	-
Cash at the beginning of the reporting period	300	300	300	300	300
Effect of exchange rate movements on cash at the beginning of reporting period	-	-	-	-	-
Cash at the end of the reporting period	300	300	300	300	300

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	157	3	-	402	562
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	157	3	-	402	562
Income and expense					
Income and expenses recognised directly in equity:					
Gain/loss on revaluation of property	-	-	-	-	-
Subtotal income and expense	-	-	-	-	-
Surplus (deficit) for the period	-	-	-	-	-
Total income and expenses recognised directly in equity	-	-	-	-	-
Transactions with owners					
<i>Distribution to owners</i>					
Returns on capital					
Dividends	-	-	-	-	-
Returns of capital					
Restructuring	-	-	-	-	-
Other	-	-	-	-	-
<i>Contribution by owners</i>					
Appropriation (equity injection)	-	-	-	-	-
Other:					
Restructuring	-	-	-	-	-
Subtotal transactions with owners	-	-	-	-	-
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2009	157	3	-	402	562

Prepared on Australian Accounting Standards basis.

3.2.3 Notes to the financial statements

The Agency has no further items or variances other than those explained in the analysis of the budgeted financial statements.

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OFFICE OF NATIONAL ASSESSMENTS

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION

The Office of National Assessments (ONA) is an all-source assessment agency which reports directly to the Prime Minister. ONA provides assessments on international developments, including political, strategic and economic developments, to the Prime Minister, senior ministers and senior officials. ONA is also responsible for coordinating and evaluating Australia's foreign intelligence activities.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

		Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services					
Departmental outputs					
Departmental outputs		5,759	31,992	37,751	29,598
s. 31 Relevant agency receipts		-	-	-	-
Total		5,759	31,992	37,751	29,598
Total ordinary annual services	A	5,759	31,992	37,751	29,598
Other services					
Departmental non-operating					
Equity injections		5,768	6,100	11,868	5,968
Total other services	B	5,768	6,100	11,868	5,968
Total Available Annual Appropriations		11,527	38,092	49,619	35,566
Special Appropriations					
Total Special Appropriations	C	-	-	-	-
Total Appropriations excluding Special Accounts		11,527	38,092	49,619	35,566
Special Accounts⁶		-	-	-	-
Total Special Account	D	-	-	-	-
Total resourcing		11,527	38,092	49,619	35,566
A + B + C + D					
Less appropriations drawn from annual or special appropriations above and credited to special accounts		-	-	-	-
Total net resourcing for ONA		11,527	38,092	49,619	35,566

1.3 BUDGET MEASURES

Budget measures relating to the Office of National Assessments are detailed in Budget Paper No. 2. Table 1.2 provides a summary of government measures and identifies the relevant output groups associated with each measure.

Table 1.2: Agency 2008–09 Budget measures

	Output group	2008–09 \$'000	2009–10 \$'000	2010–11 \$'000	2011–12 \$'000	
Expense measures						
Illegal Foreign Fishing – intelligence support ¹						
	Departmental outputs	1&2	(101)	(102)	(103)	(104)
Total expense measures		Total	(101)	(102)	(103)	(104)

1 The lead agency for this measure is the Department of Defence.
Prepared on a Government Financial Statistics basis.

Section 2: Outcomes and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts or consequences of actions by the government on the Australian community. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

Each outcome is described below, specifying the performance indicators and targets used to assess and monitor the performance of ONA in achieving government outcomes.

2.1 OUTCOMES 1 AND 2

Outcome 1: Enhanced government awareness of international political and leadership developments, international strategic developments, including military capabilities, and international economic developments.

Outcome 2: Enhanced intelligence support for Defence planning and deployments, in peacetime and in conflict, to maximise prospects for military success and to minimise loss of Australian lives.

2.1.1 Outcomes 1 and 2 Strategies

The strategies by which ONA will seek to achieve its outcomes are as follows.

- *Maintaining a strong customer focus.* We will stay in close contact with our customers, ensure that we and the intelligence collection agencies are aware of the international issues of concern to them, provide quality and timely coverage of subjects of political, strategic and economic significance to Australia and seek and use customer feedback to assess the effectiveness of our work and improve the service that ONA provides.
- *Encouraging the highest standards of intelligence analysis and assessment.* We will employ the best staff available, and assist them to fulfil their potential through on-the-job training, travel and participation in staff-development schemes, promote objectivity, creativity and analytical rigour, and facilitate access by staff to the broadest possible range of information and ideas through provision of highly capable information retrieval and storage systems.
- *Keeping Australia's international intelligence activities under continuous review.* We will lead processes and committees to coordinate the foreign intelligence activities of Australian intelligence agencies, monitor their performance and resourcing in

relation to the government's priorities and, where appropriate, recommend measures to improve the effectiveness of Australia's foreign intelligence effort.

- *Providing a supportive and stimulating work environment.* We will cultivate and recognise excellence in analytical and support areas by all means, including the use of the government's workplace reforms, encourage teamwork and close communication between management and staff at all levels, ensure prudent but imaginative use of our financial resources, and promote the application of equal employment opportunity, industrial democracy, access and equity, and occupational health and safety principles.

ONA depends on regular feedback on its work program from customers (the Prime Minister, ministers and departments) and has developed a variety of mechanisms that help evaluate its effectiveness in achieving planned outcomes and the quality of its outputs.

These are:

- close liaison with the Prime Minister's office and with other ministers and their departments
- annual review of ONA's performance by the Department of the Prime Minister and Cabinet
- regular internal review of ONA's analytical and resource management objectives and performance
- evaluation of ONA's statutory independence by the Inspector-General of Intelligence and Security.

2.1.2 Outcomes 1 and 2 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcomes 1 and 2.

Table 2.1: Total resources for Outcomes 1 and 2

	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Departmental Outputs		
Outcome 1		
Output Group 1.1 – Product	19,730	18,272
Output Group 1.2 – Briefing	3,036	2,811
Output Group 1.3 – Coordination	7,589	7,028
Revenues from other sources (s. 31)	-	-
Subtotal for Outcome 1	30,355	28,111
Outcome 2		
Output Group 2.1 – Product	1,064	966
Output Group 2.2 – Briefing	164	149
Output Group 2.3 – Coordination	409	372
Revenues from other sources (s. 31)	-	-
Subtotal for Outcome 2	1,637	1,487
Total resources for Outcomes 1 and 2	31,992	29,598
Average staffing level (number)	145	133

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.1.3 Contributions to Outcomes 1 and 2

ONA has three outputs that contribute to the achievement of Outcomes 1 and 2.

Output Group 1	
Product: Outputs 1.1 and 2.1	<i>Quality:</i> How product is judged by customers in terms of uniqueness, timeliness and responsiveness, relevance and accuracy.
Briefing: Outputs 1.2 and 2.2	<i>Quality:</i> How briefings are judged by customers in terms of uniqueness, timeliness and responsiveness, relevance and accuracy.
Coordination: Outputs 1.3 and 2.3	<p><i>Quality:</i> Resource use and outputs against the National Foreign Intelligence Priorities (NFIPs).</p> <p>Responsiveness to and management of crises.</p> <p>Effectiveness of foreign intelligence coordination, including liaison between assessment and collection agencies and customers.</p> <p>Effectiveness of evaluation of the foreign intelligence activities of Australian intelligence agencies.</p>
Key performance indicators	2008–09 target
<p>The Prime Minister and other key ministers are satisfied as to the level of analysis and assessment provided to government.</p> <p>ONA's coordination and evaluation of Australia's foreign intelligence effort are effective.</p>	<p>The Prime Minister is satisfied with the timeliness, accuracy and content of reports.</p> <p>ONA product is positively judged by customers in terms of uniqueness, timeliness and responsiveness, relevance and accuracy.</p> <p>ONA's intelligence coordination mechanisms are credible, effective and deliver well-coordinated foreign intelligence support to government.</p> <p>ONA's evaluation processes are complete, credible and inform government, including on foreign intelligence resourcing decisions.</p>

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency’s asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	37,751
Less estimated payments in 2008-09	31,992
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)	5,759

3.1.2 Movement of administered funds between years

ONA has no administered funds.

3.1.3 Special Accounts

Special Accounts provide a means to set aside and record amounts used for specified purposes. Special Accounts can be created by a Finance Minister's Determination under the *Financial Management and Accountability Act 1997* or under separate enabling legislation.

There were no inflows or outflows to ONA's special accounts in 2007-08. The account balances are nil. No inflows or outflows are expected in 2008-09.

Table 3.1.3: Estimates of Special Account cash flows and balances

		Opening balance 2008-09 2007-08	Receipts 2008-09 2007-08	Payments 2008-09 2007-08	Adjustments 2008-09 2007-08	Closing balance 2008-09 2007-08
	Outcome	\$'000	\$'000	\$'000	\$'000	\$'000
Other Trust Monies	1&2	-	-	-	-	-
Services for other Governments & Non-Agency Bodies	1&2	-	-	-	-	-
Total special accounts						
2008-09 Budget estimate		-	-	-	-	-
Total special accounts 2007-08 estimated actual		-	-	-	-	-

3.1.4 Australian Government Indigenous expenditure

ONA does not have Australian Government Indigenous expenditure to report for 2008-09.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Analysis of budgeted financial statements

ONA is budgeting for a zero operating result in 2008–09 and the forward years. The retained surplus from previous years will contribute to ONA’s fit-out costs in the new ONA ASIO Central Office building. Supplier and employee expenses have stabilised at approximately \$27.4 million per annum and are expected to remain at this level across the forward years.

ONA has ongoing capital commitments to implement a long-term accommodation solution in cooperation with the Department of Finance and Deregulation and ASIO. The project will have a significant impact on equity, with a further injection of \$6.1 million in 2008–09 for fit-out of the new office building. We expect most of this expenditure to occur in the forward years.

3.2.2 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	29,598	31,992	31,641	31,856	32,076
Other	-	-	-	-	-
Total revenue	29,598	31,992	31,641	31,856	32,076
Gains					
Other	22	22	22	22	26
Total gains	22	22	22	22	26
Total income	29,620	32,014	31,663	31,878	32,102
EXPENSE					
Employees	17,394	17,949	17,801	17,993	18,170
Suppliers	9,855	9,439	9,282	9,305	9,398
Depreciation and amortisation	2,371	4,626	4,580	4,580	4,534
Total expenses	29,620	32,014	31,663	31,878	32,102
Surplus (deficit) attributable to the Australian Government	-	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	784	784	784	784	784
Trade and other receivables	6,157	8,714	10,424	12,138	16,672
Total financial assets	6,941	9,498	11,208	12,922	17,456
Non-financial assets					
Infrastructure, plant and equipment	10,529	14,350	12,664	13,408	9,267
Intangibles	2,222	2,175	2,281	2,389	1,996
Other	464	464	464	464	464
Total non-financial assets	13,215	16,989	15,409	16,261	11,727
Total assets	20,156	26,487	26,617	29,183	29,183
LIABILITIES					
Provisions					
Employees	3,573	3,669	3,767	3,867	3,867
Other	492	492	492	492	492
Total provisions	4,065	4,161	4,259	4,359	4,359
Payables					
Suppliers	1,029	1,164	1,196	1,230	1,230
Total payables	1,029	1,164	1,196	1,230	1,230
Total liabilities	5,094	5,325	5,455	5,589	5,589
Net assets	15,062	21,162	21,162	23,594	23,594
EQUITY^a					
Parent entity interest					
Contributed equity	7,365	13,465	13,465	15,897	15,897
Reserves	-	-	-	-	-
Retained surpluses or accumulated deficits	7,697	7,697	7,697	7,697	7,697
Total parent entity interest	15,062	21,162	21,162	23,594	23,594
Minority interest					
Total minority interest	-	-	-	-	-
Total equity	15,062	21,162	21,162	23,594	23,594
Current assets	6,941	9,498	11,208	12,922	17,456
Non-current assets	13,215	16,989	15,409	16,261	11,727
Current liabilities	4,245	4,466	4,586	4,710	4,710
Non-current liabilities	849	859	869	879	879

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	29,080	29,435	29,931	30,142	28,172
Other	956	1,044	1,368	1,151	1,490
Total cash received	30,036	30,479	31,299	31,293	29,662
Cash used					
Employees	17,394	17,949	17,801	17,993	18,170
Suppliers	11,422	10,100	10,028	10,050	10,812
Total cash used	28,816	28,049	27,829	28,043	28,982
Net cash from or (used by) operating activities	1,220	2,430	3,470	3,250	680
INVESTING ACTIVITIES					
Cash received					
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment	1,420	3,730	8,170	5,750	6,480
Total cash used	1,420	3,730	8,170	5,750	6,480
Net cash from or (used by) investing activities	(1,420)	(3,730)	(8,170)	(5,750)	(6,480)
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	200	1,300	4,700	2,500	5,800
Other	-	-	-	-	-
Total cash received	200	1,300	4,700	2,500	5,800
Cash used					
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) financing activities	200	1,300	4,700	2,500	5,800
Net increase or (decrease) in cash held	-	-	-	-	-
Cash at the beginning of the reporting period	784	784	784	784	784
Cash at the end of the reporting period	784	784	784	784	784

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	7,697	-	-	7,365	15,062
Adjustment for changes in accounting policies	-	-	-	-	-
Adjusted opening balance	7,697	-	-	7,365	15,062
Income and expense					
Income and expenses recognised directly in equity:					
Gain/loss on revaluation of property	-	-	-	-	-
Subtotal income and expense	-	-	-	-	-
Surplus (deficit) for the period	-	-	-	-	-
Total income and expenses recognised directly in equity	-	-	-	-	-
Transactions with owners					
<i>Contribution by owners</i>					
Appropriation (equity injection)	-	-	-	6,100	6,100
Other:					
Restructuring	-	-	-	-	-
Subtotal transactions with owners	-	-	-	6,100	6,100
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2009	7,697	-	-	13,465	21,162

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Revenue

Appropriations account for 99% of ONA's funding. The balance comprises resources received free of charge, namely audit services provided by the Australian National Audit Office.

Expenses

Employee expenses comprise approximately 56% of total expenses. The balance is made up of supplier expenses for the provision of goods and services, and depreciation.

Assets and liabilities

Assets and liabilities are recognised when and only when it is probable that future economic benefit will flow and the amounts of the assets or liabilities can be reliably measured.

Cash comprises cash on hand and at bank. Receivables refer mainly to appropriations receivable.

Non-financial assets are made up of property, plant and equipment, and computer software.

Employee provisions consist of annual leave, long service leave, superannuation and other employee-related liabilities.

Supplier payables refer to creditor invoices on hand but not yet due for payment.

Contributed equity

Capital refers to funding for increased office accommodation.

OFFICE OF THE OFFICIAL SECRETARY TO THE GOVERNOR-GENERAL

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OFFICE OF THE OFFICIAL SECRETARY TO THE GOVERNOR-GENERAL

Section 1: Agency overview and resources

The Office of Governor-General was established by the Constitution of the Commonwealth of Australia. Under the Constitution, the executive power of the Commonwealth is exercisable by the Governor-General as Her Majesty The Queen's representative in Australia, and extends to the execution and maintenance of the Constitution and the laws of the Commonwealth.

The statutory office of the Official Secretary to the Governor-General was established in December 1984 by amendment to the *Governor-General Act 1974*. The Official Secretary and staff constitute the Office of the Official Secretary to the Governor-General (the Office). Prior to that amendment, the Governor-General's Office was administered as part of the Department of the Prime Minister and Cabinet.

1.1 STRATEGIC DIRECTION

The planned outcome for the Office of the Official Secretary to the Governor-General is that *the Governor-General is enabled to perform the constitutional, statutory, ceremonial and public duties associated with the appointment.*

The Office delivers its planned Outcome through two outputs:

- Output 1.1: Support of the Governor-General
- Output 1.2: Administration of the Australian Honours and Awards System.

The Office will focus on continually improving its performance against these outputs in 2008-09.

The Office will prepare to support the transition to a new Governor-General during 2008-09. This year will also see the continuation of a planned 10-year repair and refurbishment program of capital works.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs	5,215	11,659	16,874	11,658
s. 31 Relevant agency receipts	-	-	-	-
Total	5,215	11,659	16,874	11,658
Administered expenses				
Outcome 1	441	1,263	1,704	1,225
Total	441	1,263	1,704	1,225
Total ordinary annual services	A 5,656	12,994	18,650	12,883
Other services				
Administered expenses				
Specific payments to states, ACT, NT and local government				
Outcome 1	-	-	-	-
Total	-	-	-	-
New administered expenses				
Outcome 1	-	-	-	-
Total	-	-	-	-
Departmental non-operating				
Equity injections	282	1,946	2,228	2,384
Previous years' outputs	-	-	-	-
Total	282	1,946	2,228	2,384
Administered non-operating				
Administered assets and liabilities	-	-	-	-
Total	-	-	-	-
Total other services	B 282	1,946	2,228	2,384
Total Available Annual Appropriations	5,938	14,940	20,878	15,267
Special Appropriations				
Special Appropriations limited by criteria/entitlement				
Commonwealth of Australia				
Constitution Act, s. 3	-	365	365	365
Salary of the Governor General	-	-	-	-
Special Appropriations limited by amount				
Special Appropriation Act	-	-	-	-
Total Special Appropriations	C -	365	365	365
Total Appropriations excluding Special Accounts	5,938	15,305	21,243	15,632

Continued on next page.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008 (continued)

	Estimate of prior ⁺ year amounts available in 2008–09 \$'000	Proposed at Budget ⁼ 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Special Accounts⁶				
Opening balance	-	-	-	-
Appropriation receipts	-	-	-	-
Appropriation receipts – other agencies	-	-	-	-
Non-appropriation receipts to Special Accounts	-	-	-	-
Total Special Account D	-	-	-	-
Total resourcing				
A + B + C + D	5,938	15,305	21,243	15,632
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for agency	5,938	15,305	21,243	15,632

1 Appropriation Bill (No. 1) 2008–09.

2 Appropriation Bill (No. 2) 2008–09.

3 s. 31 Relevant Agency receipts — estimate.

4 Estimated adjusted balance carried from previous year for Annual Appropriations.

5 The total available departmental operating appropriation (outputs) will not equal the total of all outputs in the Outcome Resource Statements as they budget for estimated appropriation attributable to outcomes and not the total available. For reconciliation see Table 3.1.1.

6 Estimated opening balance for special accounts. For further detail on special accounts see Table 3.1.3.

7 Appropriation receipts from agency annual and special appropriations for 2008–09 included above.

1.3 BUDGET MEASURES

There are no Budget measures relating to the Office of the Official Secretary to the Governor-General in the 2008–09 Budget.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

The single planned Outcome of the Office of the Official Secretary to the Governor-General is described below by output groups, specifying the performance indicators and targets used to assess and monitor the performance of the Office in achieving government outcomes.

2.1 OUTCOME 1

The Governor-General is enabled to perform the constitutional, statutory, ceremonial and public duties associated with the appointment.

2.1.1 Outcome 1 Strategy

The Office will focus on continually improving its support for the Governor-General during 2008–09. In particular, it will concentrate on:

- ensuring effective delivery of services to the Governor-General and high standards of service to stakeholders
- ensuring effective governance and management arrangements
- ensuring effective stewardship of the properties in line with the works program and heritage requirements
- better informing Australians of the role of the Governor-General.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: The Governor-General is enabled to perform the constitutional, statutory, ceremonial and public duties associated with the appointment.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1.1:		
Administered items:		
Depreciation	B1 397	388
Special Appropriations:		
<i>Commonwealth of Australia Constitution Act</i> , s. 3: Salary of the Governor-General	365	365
Departmental Outputs		
Support of the Governor-General	7,830	7,847
Revenues from other sources (s. 31)	-	-
Special Accounts		
Other Trust Moneys Account (Special Public Money) and Services for Other Government and Non-Agency Bodies Account (Departmental)		
Opening balance	-	-
Appropriation receipts	-	-
Non-appropriation receipts to Special Accounts	-	-
Subtotal for Output Group 1.1	8,592	8,600
Output Group 1.2:		
Administered items:		
Australian Honours and Awards	866	837
Departmental Outputs		
Administration of the Australian Honours and Awards System	3,829	3,811
Subtotal for Output Group 1.2	4,695	4,648
Total resources for Outcome 1	13,287	13,248
	2008–09	2007–08
Average staffing level (number)	91	87

Note Departmental appropriation splits and totals, by outcome and output, are indicative estimates and may change in the course of the budget year as government priorities change.

2.1.3 Contributions to Outcome 1

Output Group 1.1: Support of the Governor-General

Output Group 1.1: Support of the Governor-General	
<p>Output 1.1 is delivered by:</p> <ul style="list-style-type: none"> • supporting and assisting Their Excellencies with their representational activities • managing the households at Government House, Canberra, and Admiralty House, Sydney • managing and providing property development and maintenance, caretaking, and gardening functions at each of the Office's official residences. <p>Components of Output Group 1.1:</p> <ul style="list-style-type: none"> • Depreciation • Salary of the Governor-General • Support for the Governor-General. 	
Key performance indicators	2008–09 target
Heritage properties are managed in accordance with legislative requirements (depreciation).	Legislative requirements met.
The Governor-General receives salary in accordance with entitlements.	All Governor-General salary payments made in accordance with entitlements.
The Governor-General is satisfied as to the level of support provided and standard of household operations management.	Governor-General is satisfied.

Output Group 1.2: Administration of the Australian Honours and Awards System

Output Group 1.2: Administration of the Australian Honours and Awards System	
<p>Components of Output Group 1.2:</p> <ul style="list-style-type: none"> • Australian Honours and Awards • Administration of the Australian Honours and Awards System. 	
Key performance indicators	2008–09 target
Medals/insignia meet design specifications.	Specifications met.
Satisfaction of the Awards and Bravery Councils with secretariat support.	Councils express satisfaction.
90% of Order of Australia nominations processed and presented to the Council within 18 months	90%
95% of researched nominations presented to the Australian Bravery and Decorations Council within 6 months	95%
95% of long service and occupational based awards processed within 2 months of receipt	95%

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency's asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	16,874
Less estimated payments in 2008–09	11,636
Estimated departmental outputs carried forward and available for 2009–10	5,238

3.1.2 Movement of administered funds between years

The Office has no movement of administered funds from 2007–08 to 2008–09.

3.1.3 Special Accounts

The Office has access to two Special Accounts. No activity is anticipated in respect of these accounts during 2008–09.

Table 3.1.3: Estimates of Special Account cash flows and balances

		Opening balance 2008–09	Receipts 2008–09	Payments 2008–09	Adjustments 2008–09	Closing balance 2008–09
		2007–08	2007–08	2007–08	2007–08	2007–08
	Outcome	\$'000	\$'000	\$'000	\$'000	\$'000
Other Trust Moneys Account (Special Public Money)	1	-	-	-	-	-
Services for Other Government and Non-Agency Bodies Account (Departmental)	1	-	-	-	-	-
Total special accounts						
2008–09 Budget estimate		-	-	-	-	-
<i>Total special accounts</i>						
<i>2007–08 estimated actual</i>		-	-	-	-	-

3.1.4 Australian Government Indigenous expenditure

The Office does not have any Australian Government Indigenous expenditure.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

There are no significant differences between the resource statement contained in Section 1 of this document and the financial statements contained in this section of the document.

3.2.2 Analysis of budgeted financial statements

Departmental

Statement of financial performance

The Office is budgeting for a balanced budget in 2008-09 before the transfer of capital expenditure on completed works to the administered accounts.

Total revenue and expenses are estimated at \$11.7 million in 2008-09.

Statement of financial position

Movement in the Office's net asset position is principally the result of the implementation of the property works program and the construction of a replacement building for the Honours and Awards Secretariat. Capital works projects are funded in departmental expenses and on completion of the project the expense is then moved to the administered accounts for capitalisation. The movement in receivables also reflects this process as funds are drawn down to meet capital works requirements. The Office's primary liability is accrued employee entitlements.

Administered

Budgeted revenue and expenses

The Office will receive appropriation revenue of \$1.6 million in 2008-09.

Budgeted assets and liabilities

Total assets are expected to continue to increase, reflecting non-financial asset revaluations and the transfer of completed capital projects from departmental accounts.

3.2.3 Budgeted financial statements tables

Table 3.2.1: Budgeted departmental income statement (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	11,604	11,659	11,602	11,587	11,470
Goods and services	22	22	22	22	22
Resources received free of charge ^a	25	36	36	36	36
Interest					
Other					
Total revenue	11,651	11,717	11,660	11,645	11,528
Gains					
Sale of assets	50	50	50	50	50
Total gains	50	50	50	50	50
Total income	11,701	11,767	11,710	11,695	11,578
EXPENSE					
Employees	7,066	7,308	7,569	7,920	8,137
Suppliers	4,376	4,176	3,821	3,422	3,051
Depreciation and amortisation	209	234	269	304	340
Losses from sale of assets	50	50	50	50	50
Total expenses	11,701	11,768	11,709	11,696	11,578
Surplus (Deficit) before income tax					
Income tax expense					
Surplus/(Deficit)					
Transfer of assets to administered	(1,887)	(2,242)	(3,058)	(2,399)	(211)
Surplus (deficit) attributable to the Australian Government	(1,887)	(2,242)	(3,058)	(2,399)	(211)

a See Note 1 to the financial statements.

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	427	427	427	427	427
Trade and other receivables	5,536	5,651	6,088	6,691	7,350
Total financial assets	5,963	6,078	6,515	7,118	7,777
Non-financial assets					
Infrastructure, plant and equipment	1,731	1,342	1,721	2,065	2,372
Inventories	34	35	35	35	35
Intangibles	61	118	173	230	286
Prepayments	10	10	10	10	10
Total non-financial assets	1,836	1,505	1,939	2,340	2,703
Total assets	7,799	7,583	8,454	9,458	10,480
LIABILITIES					
Provisions					
Employees	1,939	2,009	2,078	2,233	2,343
Total provisions	1,939	2,009	2,078	2,233	2,343
Payables					
Suppliers	748	758	768	778	793
Total payables	748	758	768	778	793
Total liabilities	2,687	2,767	2,846	3,011	3,136
Net assets	5,112	4,816	5,608	6,447	7,344
EQUITY^a					
Parent entity interest					
Contributed equity	11,036	12,982	16,834	20,071	21,179
Reserves	76	76	76	76	76
Retained surpluses or accumulated deficits	(6,000)	(8,242)	(11,301)	(13,700)	(13,911)
Total parent entity interest	5,112	4,816	5,609	6,447	7,344
Total equity	5,112	4,816	5,609	6,447	7,344
Current assets	6,006	6,122	6,560	7,163	7,822
Non-current assets	1,792	1,460	1,894	2,295	2,658
Current liabilities	1,811	1,856	1,899	2,036	2,118
Non-current liabilities	876	911	947	985	1,019

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

Table 3.2.3: Budgeted departmental statement of cash flows (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	22	22	22	22	22
Appropriations	11,485	11,536	11,115	10,972	10,852
Total cash received	11,507	11,558	23,065	10,994	10,874
Cash used					
Employees	6,976	7,323	7,589	7,855	8,121
Suppliers	4,348	4,037	3,677	3,273	2,909
Total cash used	11,324	11,360	11,266	11,128	11,030
Net cash from or (used by) operating activities	183	197	-90	-135	-156
INVESTING ACTIVITIES					
Cash received					
Proceeds from sales of property, plant and equipment	50	50	50	50	50
Total cash received	50	50	50	50	50
Cash used					
Purchase of property, plant and equipment	381	401	254	252	253
New Capital Works	2,236	1,792	3,558	2,899	711
Total cash used	2,617	2,193	3,812	3,151	964
Net cash from or (used by) investing activities	2,567	2,143	3,762	3,101	914
FINANCING ACTIVITIES					
Cash received					
Appropriations – contributed equity	2,384	1,946	3,852	3,237	1,070
Total cash received	2,384	1,946	3,852	3,237	1,070
Cash used					
Other					
Total cash used					
Net cash from or (used by) financing activities	2,384	1,946	3,852	3,237	1,070
Net increase or (decrease) in cash held	-	-	-	-	-
Cash at the beginning of the reporting period	427	427	427	427	427
Cash at the end of the reporting period	427	427	427	427	427

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Asset revaluation reserve	Other reserves	Contributed equity/capital	Total equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008					
Balance carried forward from previous period	(6,000)	76		11,036	5,112
Adjustment for changes in accounting policies					
Adjusted opening balance	(6,000)	76	-	11,036	5,112
Income and expense					
Income and expenses recognised directly in equity:					
Gain/loss on revaluation of property	-	-	-	-	-
Subtotal income and expense	-	-	-	-	-
Surplus (deficit) for the period	(2,242)	-	-	-	(2,242)
Total income and expenses recognised directly in equity	(2,242)	-	-	-	(2,242)
Transactions with owners					
<i>Distribution to owners</i>					
Returns on capital					
Dividends	-	-	-	-	-
Returns of capital					
Restructuring	-	-	-	-	-
Other	-	-	-	-	-
<i>Contribution by owners</i>					
Appropriation (equity injection)				1,945	1,945
Other:					
Restructuring	-	-	-	-	-
Subtotal transactions with owners	-	-	-	1,945	1,945
Transfers between equity components	-	-	-	-	-
Estimated closing balance as at 30 June 2009	(8,242)	76	-	12,981	4,815

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Schedule of budgeted income and expenses administered on behalf of government (for the period ended 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME ADMINISTERED ON BEHALF OF GOVERNMENT					
Revenue					
Non-taxation					
Other sources of non-taxation revenues	13	13	13	13	13
Transfer of assets from Departmental	1,887	2,242	3,058	2,399	211
Total non-taxation	1,900	2,255	3,071	2,412	224
Total revenues administered on behalf of government	1,900	2,255	3,071	2,412	224
Total income administered on behalf of government	3,490	3,883	4,709	4,059	1,905
EXPENSES ADMINISTERED ON BEHALF OF GOVERNMENT					
Personal benefits	365	365	365	365	365
Depreciation and amortisation	388	397	417	437	453
Suppliers	837	866	856	845	863
Other	13	13	13	13	13
Total expenses administered on behalf of government	1,603	1,641	1,651	1,660	1,694

Table 3.2.6: Schedule of budgeted assets and liabilities administered on behalf of government (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS ADMINISTERED ON BEHALF OF GOVERNMENT					
Financial assets					
Cash and cash equivalents	12	12	12	12	12
Receivables	671	1,068	1,485	1,922	2,375
Total financial assets	683	1,080	1,497	1,934	2,387
Non-financial assets					
Land and buildings	84,947	86,195	86,744	86,618	86,270
Infrastructure, plant and equipment	1,746	1,671	1,597	1,519	1,441
Prepayments					
Heritage and Cultural	465	1,137	3,303	5,469	5,654
Total non-financial assets	87,159	89,003	91,644	93,606	93,365
Total assets administered on behalf of government	87,842	90,083	93,141	95,542	95,753
Provisions and payables					
Suppliers	46	46	46	46	46
Total provisions and payables	46	46	46	46	46

**Table 3.2.7: Schedule of budgeted administered cash flows
(for the period ended 30 June)**

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	1,210	1,231	1,221	1,210	1,228
Other	13	13	13	13	13
Total cash received	1,223	1,244	1,234	1,223	1,241
Cash used					
Personal benefits	365	365	365	365	365
Cash to the Official Public Account	13	13	13	13	13
Other	845	866	856	845	863
Total cash used	1,223	1,244	1,234	1,223	1,241
Net cash from or (used by) operating activities	(1,210)	(1,231)	(1,221)	(1,210)	(1,228)
INVESTING ACTIVITIES					
Cash received					
Appropriations – Capital Works & Services	-	-	-	-	-
Total cash received	-	-	-	-	-

Continued on next page.

**Table 3.2.7: Schedule of budgeted administered cash flows
(for the period ended 30 June) (continued)**

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
Cash used					
Purchase of property, plant and equipment and intangibles	-	-	-	-	-
Advances and loans made	-	-	-	-	-
Transfers to other entities	-	-	-	-	-
Investments	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) investing activities	-	-	-	-	-
FINANCING ACTIVITIES					
Cash received					
Proceeds from borrowing	-	-	-	-	-
Cash from Official Public Account	-	-	-	-	-
Other	-	-	-	-	-
Total cash received	-	-	-	-	-
Cash used					
Net repayment of borrowings	-	-	-	-	-
Dividends paid	-	-	-	-	-
Cash to Official Public Account	-	-	-	-	-
Other	-	-	-	-	-
Total cash used	-	-	-	-	-
Net cash from or (used by) financing activities	-	-	-	-	-
Net increase or (decrease) in cash held					
Cash at beginning of reporting period	12	12	12	12	12
Cash from Official Public Account for:					
– appropriations	1,210	1,321	1,221	1,210	1,228
– special accounts	-	-	-	-	-
Transfers from other entities (Finance – Whole of Government)	-	-	-	-	-
Cash to Official Public Account for:					
– appropriations	-	-	-	-	-
– special accounts	-	-	-	-	-
Transfers to other entities (Finance – Whole of Government)	-	-	-	-	-
Effect of exchange rate movements on cash at beginning of reporting period	-	-	-	-	-
Cash at end of reporting period	12	12	12	12	12

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Resources received free of charge

Note 1. The Australian National Audit Office is responsible for auditing the annual financial statements of the Office of the Official Secretary to the Governor-General. This service is provided free of charge.

Capitalisation of assets derived from capital works activity

Note 2. Under the Office's accounting policy, the buildings, property, household furniture and fine arts of the Governor-General's official establishments and his primary official vehicle are classified as administered assets. Capital improvements to the Office's official establishments are purchased from departmental appropriations and are recorded in the operating statements as a departmental expense. The approved accounting treatment that enables capitalisation of these assets as administered in the financial statements requires recognition of the expense in the *Budgeted departmental income statement* (Table 3.2.1) and as an item of revenue in the *Schedule of budgeted income and expenses administered on behalf of the government* (Table 3.2.5).

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OFFICE OF THE PRIVACY COMMISSIONER

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION

The focus of the Office of the Privacy Commissioner is to promote an Australian culture that respects privacy. In achieving this, the Office recognises that this right should be balanced against other important social interests, such as the free flow of information and the need for government and business to operate efficiently.

The Office of the Privacy Commissioner's output—complaint handling, compliance activities, inquiries and promotion and educational activities—is a key element in the government's social justice initiatives and reflects the government's commitment to the protection and promotion of citizens' privacy rights.

The Office of the Privacy Commissioner is responsible for implementing the *Privacy Act 1988*.

The Office of the Privacy Commissioner was transferred from the Attorney-General's portfolio to the Prime Minister's portfolio following changes to the Administrative Arrangements Orders of 3 December 2007.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by departmental classification.

Table 1.1: Agency resource statement — Budget estimates for 2008–09 as at Budget May 2008

	Estimate of prior + year amounts available in 2008–09 \$'000	Proposed at Budget = 2008–09 \$'000	Total estimate 2008–09 \$'000	Estimated appropriation available 2007–08 \$'000
Ordinary Annual Services				
Departmental outputs				
Departmental outputs ¹	1,201	6,444	7,645	6,899
s. 31 Relevant agency receipts ²	-	850	850	741
Total	1,201	7,294	8,495	7,640
Total ordinary annual services	A 1,201	7,294	8,495	7,640
Other services				
Total other services	B -	-	-	-
Total Available Annual Appropriations	1,201	7,294	8,495	7,640
Special Appropriations				
Total Special Appropriations	C -	-	-	-
Total Appropriations excluding Special Accounts	1,201	7,294	8,495	7,640
Special Accounts				
Total Special Account	D -	-	-	-
Total resourcing				
A + B + C + D	1,201	7,294	8,495	7,640
Less appropriations drawn from annual or special appropriations above and credited to special accounts	-	-	-	-
Total net resourcing for Office of the Privacy Commissioner	1,201	7,294	8,495	7,640

1 Appropriation Bill (No. 1) 2008–09.

2 s. 31 Relevant agency receipts — estimate.

Third party drawdowns from and on behalf of other agencies

	\$'000
Payments made on behalf of other agencies (third party drawdown access) (disclosed in the respective agency resource statement)	-
Payments made on behalf of other agencies (third party drawing rights) (disclosed above)	-
Revenue received from other agencies for the provision of services (disclosed above within departmental s. 31)	556
Payments made by other agencies on behalf of the Office of the Privacy Commissioner (disclosed above)	-
Payments made to other agencies for the provision of services (disclosed above)	1,399

1.3 BUDGET MEASURES

There are no new Budget measures relating to the Office of the Privacy Commissioner in the 2008–09 Budget.

Section 2: Outcome and planned performance

The Australian Government requires agencies to measure their intended and actual performance in terms of outcomes. Government outcomes are the results, impacts on the Australian community or consequences of actions by the government. Agencies are required to identify the output groups which demonstrate their contribution to government outcomes over the coming year.

The outcome is described below by the output group, specifying the performance indicators and targets used to assess and monitor the performance of the Office of the Privacy Commissioner in achieving government outcomes.

2.1 OUTCOME 1

An Australian culture in which privacy is respected, promoted and protected.

2.1.1 Outcome 1 Strategy

The Office of the Privacy Commissioner is responsible for implementing the *Privacy Act 1988* (the Act).

In order to achieve its outcome, the Office:

- investigates complaints from individuals about potential interferences with their privacy
- conducts audits of the personal information handling practices of Commonwealth and ACT agencies and other organisations covered by the Act
- inquires into acts or practices that may be interferences with privacy
- fosters public discussion, and undertakes and coordinates research and educational programs to promote the concept of privacy protection.

2.1.2 Outcome 1 Resource statement

Table 2.1 provides additional detail of Budget appropriations and the total resourcing for Outcome 1.

Table 2.1: Total resources for Outcome 1

Outcome 1: An Australian culture in which privacy is respected, promoted and protected.	2008–09 Total estimate of available resources \$'000	2007–08 Estimated actual \$'000
Output Group 1.1:		
Departmental outputs		
Complaint handling, compliance and monitoring and education and promotion	6,444	6,899
Revenues from other sources (s. 31) for sales of goods and services	850	741
Total resources for Outcome 1	7,294	7,640
	2008–09	2007–08
Average staffing level (number)	58	62

2.1.3 Contributions to Outcome 1

Output Group 1.1: Complaint handling, compliance and monitoring and education and promotion

Output Group 1.1: Complaint handling, compliance and monitoring and education and promotion	
Key performance indicators	2008–09 target
Adherence to Client Service Charter standards.	Client Service Charter standards are met.
Targeted information available that informs the community, including business and government, of their rights and responsibilities in respect of the Office's jurisdictional responsibilities.	Information is easily accessible and available to all members of the community.
Preparation of advice, reports and submissions on significant privacy-related issues.	Advice, reports and submissions on significant privacy-related issues considered and valued.
Audits improve the privacy practices and procedures of agencies and organisations.	Agencies and organisations satisfied that audits improve their privacy practices and procedures.
Number of complaints finalised within 12 months of receipt and number of written enquiries answered within 10 days.	80% of complaints finalised within 12 months of receipt and 90% of written enquiries answered within 10 days.
Time taken to finalise audits.	Audits finalised within 6 months of commencement.
Number of visits to the website and number of pages viewed on the website.	>1 million visits to the website and >5 million pages viewed on the website.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of agency finances for the Budget year 2008–09. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between the agency and outcome resource statements.

3.1 EXPLANATORY TABLES

3.1.1 Reconciliation of total available appropriation and outcomes

The Agency Resource Statement (Table 1.1) details the total available appropriation available to an agency from all sources. For departmental operating appropriations (outputs) this includes carry-forward amounts as well as amounts appropriated at Budget. As agencies incur and are funded for future liabilities, generally depreciation and employee entitlements, the total amount of departmental operating appropriation available to an agency is unlikely to be fully utilised in the Budget year. The difference between the agency resource statement and the sum of all payments made at the departmental outputs level is the expected carry-forward amount of resources for the 2009–10 Budget year, including amounts related to meeting future obligations to maintain the agency’s asset base and to meet employee entitlement liabilities.

Table 3.1.1: Reconciliation of total available appropriation and outcomes

	\$'000
Total available departmental operating appropriation (outputs)	8,495
Less estimated payments in 2008–09	(7,268)
Estimated departmental operating appropriation carry-forward for 2009–10 (outputs)	1,227

3.1.2 Movement of administered funds between years

The Office of the Privacy Commissioner has no administered funds.

3.1.3 Special Accounts

The Office of the Privacy Commissioner has no special accounts.

3.1.4 Australian Government Indigenous expenditure

The Office of the Privacy Commissioner has no Australian Government Indigenous expenditure.

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Analysis of budgeted financial statements

Income statement

In 2008–09, total revenue is budgeted at \$7.3 million. This is a net decrease of \$0.5 million (5.8%) over the revised 2007–08 estimated actual of \$7.8 million. The approved operating deficit of \$0.5 million arises as a result of delays in recruitment of suitable applicants to undertake proposed activities and timing differences in utilising the associated funding.

The Office's appropriation under Appropriation Act 1 has decreased from the revised 2007–08 estimate of \$6.9 million to \$6.4 million for 2008–09. This is the net result of cumulative parameter adjustments and application of the additional efficiency dividend.

Other resources available to be used by the Office in 2008–09 are currently expected to remain stable.

Balance sheet

In 2008–09, the Office has budgeted for internally funded capital expenditure of \$50,000 for the maintenance of IT infrastructure, existing communication systems and leasehold improvements.

Departmental statement of changes in equity

The departmental statement of changes in equity reflects the approved operating loss of \$0.5 million and the associated reduction in retained earnings.

3.2.2 Budgeted financial statements tables

**Table 3.2.1: Budgeted departmental income statement
(for the period ended 30 June)**

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
INCOME					
Revenue					
Revenues from government	6,899	6,444	6,436	6,489	6,584
Goods and services	850	850	850	850	850
Other	24	24	24	24	24
Total revenue	7,773	7,318	7,310	7,363	7,458
Total income	7,773	7,318	7,310	7,363	7,458
EXPENSE					
Employees	4,966	4,809	4,982	5,212	4,635
Suppliers	3,273	2,447	2,271	2,094	2,781
Depreciation and amortisation	50	45	40	40	40
Finance costs	12	12	12	12	-
Write-down of assets and impairment of assets	5	5	5	5	2
Total expenses	8,306	7,318	7,310	7,363	7,458
Surplus (deficit) attributable to the Australian Government	(533)	-	-	-	-

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
ASSETS					
Financial assets					
Cash and equivalents	1,201	1,227	1,250	1,284	1,358
Trade and other receivables	140	140	140	140	140
Total financial assets	1,341	1,367	1,390	1,424	1,498
Non-financial assets					
Infrastructure, plant and equipment	32	36	35	34	33
Intangibles	2	3	4	5	6
Other	8	6	4	2	-
Total non-financial assets	42	45	43	41	39
Total assets	1,383	1,412	1,433	1,465	1,537
LIABILITIES					
Provisions					
Employees	782	809	828	858	928
Other	34	36	38	40	42
Total provisions	816	845	866	898	970
Payables					
Suppliers	50	50	50	50	50
Other	40	40	40	40	40
Total payables	90	90	90	90	90
Total liabilities	906	935	956	988	1,060
Net assets	477	477	477	477	477
EQUITY^a					
Parent entity interest					
Contributed equity	(349)	(349)	(349)	(349)	(349)
Retained surpluses or accumulated deficits	826	826	826	826	826
Total equity	477	477	477	477	477
Current assets	1,349	1,373	1,394	1,426	1,498
Non-current assets	34	39	39	39	39
Current liabilities	772	785	792	806	818
Non-current liabilities	134	150	164	182	242

a 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

**Table 3.2.3: Budgeted departmental statement of cash flows
(for the period ended 30 June)**

	Estimated actual 2007–08 \$'000	Budget estimate 2008–09 \$'000	Forward estimate 2009–10 \$'000	Forward estimate 2010–11 \$'000	Forward estimate 2011–12 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	741	850	850	850	850
Appropriations	6,899	6,444	6,436	6,489	6,584
Cash from the Official Public Account	958	-	-	-	-
Total cash received	8,598	7,294	7,286	7,339	7,434
Cash used					
Employees	5,289	5,299	5,205	5,352	5,585
Suppliers	2,808	1,889	1,988	1,883	1,705
Net GST paid to the ATO	30	30	30	30	30
Total cash used	8,127	7,218	7,223	7,265	7,320
Net cash from or (used by) operating activities	471	76	63	74	114
INVESTING ACTIVITIES					
Total cash received					
	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment	49	49	39	39	39
Purchase of intangibles	1	1	1	1	1
Total cash used	50	50	40	40	40
Net cash from or (used by) investing activities	(50)	(50)	(40)	(40)	(40)
FINANCING ACTIVITIES					
Net cash from or (used by) financing activities					
	-	-	-	-	-
Net increase or (decrease) in cash held	421	26	23	34	74
Cash at the beginning of the reporting period	780	1,201	1,227	1,250	1,284
Cash at the end of the reporting period	1,201	1,227	1,250	1,284	1,358

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2008–09)

	Retained earnings	Contributed equity/ capital	Total equity
	\$'000	\$'000	\$'000
Opening balance as at 1 July 2008			
Balance carried forward from previous period	826	(349)	477
Adjusted opening balance	826	(349)	477
Surplus (deficit) for the period	-	-	-
Total income and expenses recognised directly in equity	-	-	-
Transactions with owners			
Subtotal transactions with owners	-	-	-
Estimated closing balance as at 30 June 2009	826	(349)	477

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Revenue from government

Amounts appropriated for the Office's outcome for the year (adjusted for any formal additions and reductions) are recognised as revenue. Appropriations receivable are recognised at their nominal amounts.

Employee expenses and benefits

Employee expenses and benefits consist of salaries, leave entitlements, redundancy expenses and superannuation. Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Supplier expenses

Supplier expenses consist of ordinary operating costs (accommodation and utilities), administrative costs, consultants and contract costs and travel expenses.

Assets and liabilities

Assets are recognised in the Office's balance sheet when it is probable that future economic benefits will flow and the amounts of the assets can be reliably measured.

Liabilities are recognised in the Office's balance sheet when it is probable that the future obligation will be incurred and the amounts of the liabilities can be reliably measured.

Cash and cash equivalents

Cash includes notes and coins held and any deposits held at call with a bank or financial institution. Cash is recognised at its nominal amount.

Transactions with the government as owner

Amounts appropriated which are designated as equity injections for a year are recognised directly into contributed equity.

PORTFOLIO GLOSSARY

Accrual accounting	System of accounting where items are brought to account and included in the financial statements as they are earned or incurred, rather than as they are received or paid.
Accumulated depreciation	The aggregate depreciation recorded for a particular depreciating asset.
Administered items	Expenses, revenues, assets or liabilities managed by agencies on behalf of the Commonwealth. Agencies do not control administered items. Administered expenses include grants, subsidies and benefits. In many cases, administered expenses fund the delivery of third party outputs.
Additional estimates	Where amounts appropriated at Budget time are insufficient, Parliament may appropriate more funds to portfolios through the Additional Estimates Acts.
Appropriation	An authorisation by Parliament to spend moneys from the Consolidated Revenue Fund for a particular purpose.
Annual appropriation	Two appropriation Bills are introduced into Parliament in May and comprise the Budget for the financial year beginning 1 July. Further Bills are introduced later in the financial year as part of the additional estimates. Parliamentary departments have their own appropriations.
Capital expenditure	Expenditure by an agency on capital projects, for example purchasing a building.
Consolidated Revenue Fund	Section 81 of the Constitution stipulates that all revenue raised or money received by the Commonwealth forms the one consolidated revenue fund (CRF). The CRF is not a bank account. The Official Public Account reflects most of the operations of the CRF.

Glossary

Departmental items	Assets, liabilities, revenues and expenses that are controlled by the agency in providing its outputs. Departmental items would generally include computers, plant and equipment assets used by agencies in providing goods and services and most employee expenses, supplier costs and other administrative expenses incurred.
Depreciation	Apportionment of an asset's capital value as an expense over its estimated useful life to take account of normal usage, obsolescence, or the passage of time.
Equity or net assets	Residual interest in the assets of an entity after deduction of its liabilities.
Expense	Total value of all of the resources consumed in producing goods and services or the loss of future economic benefits in the form of reductions in assets or increases in liabilities of an entity.
Outcomes	The government's objectives in each portfolio area. Outcomes are desired results, impacts or consequences for the Australian community or consequences of actions by the government.
Output groups	A logical aggregation of agency outputs, where useful, and based either on homogeneity, type of product, business line or beneficiary target group. Aggregation of outputs may also be needed for the provision of adequate information for performance monitoring, or based on a materiality test.
Outputs	The goods and services produced by agencies on behalf of government for external organisations or individuals. Outputs also include goods and services for other areas of government external to the agency.
Revenue	Total value of resources earned or received to cover the production of goods and services.

Special Account	<p>Balances existing within the Consolidated Revenue Fund (CRF) that are supported by standing appropriations (<i>Financial Management and Accountability (FMA) Act 1997</i>, subsection 20s and 21). Special accounts allow money in the CRF to be acknowledged as set-aside (hypothecated) for a particular purpose. Amounts credited to a Special Account may only be spent for the purposes of the Special Account. Special Accounts can only be established by a written determination of the Finance Minister (section 20 FMA Act) or through an Act of Parliament (referred to in section 21 of the FMA Act).</p>
Special Appropriations (including Standing Appropriations)	<p>An amount of money appropriated by a particular Act of Parliament for a specific purpose and number of years. For special appropriations, the authority to withdraw funds from the Consolidated Revenue Fund does not generally cease at the end of the financial year.</p> <p>Standing appropriations are a subcategory consisting of ongoing special appropriations – the amount appropriated will depend on circumstances specified in the legislation.</p>

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APS Commission Australian Public Service Commission
Archives National Archives of Australia
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Ombudsman Office of the Commonwealth Ombudsman
ONA Office of National Assessments
OOSGG Office of the Official Secretary to the Governor-General
OPC Office of the Privacy Commissioner
PM&C Department of the Prime Minister and Cabinet
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