

SELECT COMMITTEE ON ESTIMATES 2012-2013

Appropriation Bill 2012-2013 and Appropriation  
(Office of the Legislative Assembly) Bill 2012-  
2013

AUGUST 2012



## TABLE OF CONTENTS

APPENDIX A: PUBLIC HEARINGS AND WITNESS LIST .....	1
APPENDIX B: COMMUNITY AND INDUSTRY GROUPS SURVEY .	16
APPENDIX C: SPECIALIST BUDGET ADVISER REPORT AND BRIEFING NOTES .....	18
ACT Budget review 2012-13.....	20
The economics of budget surplus versus deficit.....	70
Impacts of Commonwealth public sector job cuts on the ACT .....	76
ACT Building Sector: The current state of the market .....	82
ACT health workforce: An overview of strengths and shortages in the ACT .....	88
Efficient pricing principles for shared services.....	94
APPENDIX D: STATUS OF ALL QUESTIONS ON NOTICE AND QUESTIONS TAKEN ON NOTICE .....	100

## APPENDIX A: Public hearings and witness list

### Friday 15 June 2012

#### Community and Industry Groups

- Mr Robert Altamore OAM CM, Executive Officer, People With Disabilities
- Ms Leigh Watson, Executive Officer, and Ms Angela Seymour, Office Manager, ACT Shelter
- Mr Roger Broughton, Executive Director, Investment and Economics Division
- Ms Emma Robertson, Director, and Ms Erin Barry, Policy and Sector Development Officer, Youth Coalition of the ACT
- Ms Kiki Korpinen, Deputy Director, ACT Council of Social Service
- Ms Jenny Kitchin, President, ACT Council of Social Service Governance Committee
- Mr Michael Linke, Chief Executive Officer, RSPCA ACT
- Mr Rodney Little, Chair, and Ms Diane Collins, Deputy Chair, ACT Aboriginal and Torres Strait Islander Elected Body
- Mr Andrew Wrigley, Executive Director, Association of Independent Schools of the ACT
- Mr David Holmesby, Member, Executive Committee, Association of Independent Schools of the ACT
- Ms Carrie Fowlie, Executive Officer, Alcohol, Tobacco and Other Drug Association
- Mr Russell Morison, President, South East Tuggeranong Residents Association
- Mr Wayne King, President, Chisholm Community Park Group of the South East Tuggeranong Residents Association

## **Monday 18 June 2012**

### **Mr Andrew Barr MLA, Deputy Chief Minister/Treasurer**

#### **Treasury Directorate**

- Ms Megan Smithies, Under Treasurer
- Mr Khalid Ahmed, Executive Director, Policy Coordination and Development
- Mr Tom McDonald, Director, Legal and Insurance Policy Branch, Investment and Economics Division
- Mr Scott Brown, Director, Accounting Branch, Finance and Budget Division
- Mr Abrie Swanepoel, Senior Manager, Economics Branch, Investment and Economics Division
- Mr Brett Wilesmith, A/g Director, Economics Branch, Investment and Economics Division
- Mr Angel Marina, Manager, Revenue and Accounts, Revenue Management Division
- Mr Patrick McAuliffe, Director, Investment Branch, Investment and Economics Division
- Ms Karen Doran, Executive Director, Investment and Economics Division
- Mr John Fletcher, Director, ACT Insurance Authority, Investment and Economics Division
- Mr Kim Salisbury, Commissioner for Revenue, Revenue Management Division

#### **Independent Competition and Regulatory Commission**

- Mr Mike Buckley, Commissioner, ICRC

#### **ACTEW Corporation Ltd**

- Mr Mark Sullivan, Chief Executive Officer
- Mr Simon Wallace, Chief Financial Officer

#### **ACTTAB Limited**

- Mr Tony Curtis, Chief Executive Officer

- Ms Kaylene Snowden, Chief Financial Officer
- Mr Con Kourpanidis, Chair, ACTTAB Limited Board

## **Tuesday 19 June 2012**

### **Mr Andrew Barr MLA, Deputy Chief Minister/Treasurer**

#### **Treasury Directorate**

- Ms Megan Smithies, Under Treasurer
- Ms Jill Divorty, Executive Director, Shared Services Division
- Ms Catriona Vigor, A/g Director, Goods and Services Procurement and Policy
- Mr Andrew Whale, Director, Human Resources, Shared Services Division
- Mr Ross Burton, Chief Financial Officer, Shared Services Division
- Mr Calvin Robinson, Director, Finance Services, Shared Services Division
- Mr David Grey, A/g Director Commercial Branch, Infrastructure Procurement Group, Procurement, Shared Services Division
- Mr Peter Murray, Executive Director, Procurement, Shared Services Division
- Mr Mick Kegel, A/g Executive Director, ICT Services, Shared Services Division
- Mr William Mudge, A/g Director Business Development, Shared Services ICT, Shared Services Division
- Mr Peter Major, ICT Security Senior Manager, ICT Security, Executive, Share Services ICT, Shared Services Division

### **Mr Andrew Barr MLA, Minister for Tourism, Sport and Recreation**

#### **Economic Development Directorate**

- Mr David Dawes, Director-General, Economic Development Directorate
- Mr Shane O'Leary, Executive Director, Tourism, Events and Sport Division
- Mr Ian Hill, Director, Australian Capital Tourism, Tourism, Events and Sport Division

- Ms Jenny Priest, Director, Sport and Recreation Services, Tourism, Events and Sport Division
- Mr Neale Guthrie, General Manager, Venue and Event Services (includes Territory Venues and Events and Events ACT), Tourism, Events and Sport Division
- Mr David Jeffrey, Senior Manager, Sport and Recreation Services, Tourism, Events and Sport Division

**Mr Simon Corbell MLA, Minister for the Environment and Sustainable Development**

**Environment and Sustainable Development Directorate**

- Mr David Papps, Director-General/Chief Planning Executive
- Mr Craig Simmons, Director, Construction Services
- Mr Ben Ponton, A/g Deputy Director-General
- Mr John Meyer, A/g Executive Director, Regulation and Services

**Wednesday 20 June 2012**

**Mr Simon Corbell MLA, Attorney General**

**Justice and Community Safety Directorate**

- Ms Kathy Leigh, Director-General
- Ms Moira Crowhurst, Chief Financial Officer, Strategic Finance
- Ms Julie Field, Executive Director, Legislation and Policy Branch
- Mr Alasdair Roy, Children and Young People Commissioner, Human Rights Commission
- Dr Helen Watchirs, ACT Human Rights and Discrimination Commissioner, Human Rights Commission
- Ms Anita Phillips, ACT Public Advocate, Public Advocate of the ACT
- Mr Jon White, Director of Public Prosecutions, Director of Public Prosecutions

- Mr Mark McCabe, Work, Health and Safety Commissioner, WorkSafe ACT
- Mr Brett Phillips, Executive Director, Commissioner for Fair Trading, Office of Regulatory Services
- Ms Karen Greenland, Director, Transport and Road Safety
- Mr Peter Garrisson, Solicitor-General for the ACT, ACT Government Solicitor

#### **Legal Aid Commission ACT**

- Mr Andrew Crockett, Chief Executive Officer, Legal Aid Commission ACT

#### **Public Trustee for the ACT**

- Mr Andrew Taylor, Public Trustee, Public Trustee for the ACT

#### **Mr Andrew Barr MLA, Minister for Economic Development**

##### **Economic Development Directorate**

- Mr David Dawes, Director-General
- Ms Cathy Hudson, Deputy Director-General, Policy and Governance Division
- Ms Louise Gilding, A/g Executive Director, Ministerial, Cabinet and Policy
- Mr Dan Stewart, Executive Director Land Strategy and Finance
- Mr Dermot Walsh, Chief Finance Officer. Strategic Finance, LDA
- Mr Jim Corrigan, Director, Office of the Coordinator General
- Mr Hamish McNulty, Executive Director, Infrastructure and Capital Works
- Ms Liz Clarke, General Manager, Exhibition Park Corporation, Tourism, Events and Sport Division
- Mr Neale Guthrie, General Manager, Venue and Event Services (includes Territory Venues and Events and Events ACT), Tourism, Events and Sport Division
- Mr Ian Cox, Executive Director, Business Development



## **Land Development Agency**

- Mr David Dawes, CEO
- Mr Chris Reynolds, Executive Director, Land Development

## **Thursday 21 June 2012**

### **Ms Katy Gallagher MLA, Minister for Health**

#### **Health Directorate**

- Mr Ron Foster, Executive Director, Financial Management
- Dr Peggy Brown, Director-General
- Mr Ian Thompson, Deputy Director-General, Strategy & Corporate
- Mr Lee Martin, Deputy Director-General, TCH & Health Services
- Mr Grant Carey-Ide, Executive Director, Service & Capital Planning
- Ms Linda Kohlhagen, Executive Director, Rehabilitation, Aged & Community Care
- Ms Katrina Bracher, Executive Director, Mental Health, Justice Health & Alcohol & Drug Services
- Mr Ross O'Donoghue, Executive Director, Policy & Government Relations
- Dr Paul Kelly, Chief Health Officer, Population Health
- Mr John Woollard, Director, Health Protection Service
- Ms Rosemary O'Donnell, Executive Director, Medicine
- Ms Elizabeth (Liz) Chatham, Executive Director, Women, Youth & Children
- Ms Barbara Reid, Executive Director, Surgery & Oral Health

## **Friday 22 June 2012**

### **Ms Katy Gallagher MLA, Minister for Territory and Municipal Services**

#### **Territory and Municipal Services Directorate**

- Mr Gary Byles, Director-General
- Mr Kim Smith, Executive Director, Directorate Services

- Ms Vanessa Little, Director, Libraries ACT
- Mr David Colussi, Director, Canberra Connect
- Mr Paul Peters, Executive Director, Roads and Public Transport
- Mr Tony Gill, Director, Roads ACT
- Mr Gordon Elliott, Director, Finance
- Ms Fay Steward, Executive Director, Parks and City Services
- Ms Fleur Flanery, Director, City Services
- Mr Phillip Perram, Executive Director, Business Enterprise
- Mr Chris Ware, Director, ACT NOWaste

**Dr Chris Bourke MLA, Minister for Education, Training and Youth Affairs**

**Canberra Institute of Technology**

- Mr Adrian Marron, Chief Executive
- Ms Jenny Dodd, Deputy Chief Executive, Education Services
- Mr Shane Kay, Acting Deputy Chief Executive, Operations
- Dr Nicole Stenlake, Executive Director, Special Project, Worksafe
- Ms Carolyn Grayson, Acting Executive Director, Governance and Executive Director
- Mr Paul Ryan, Manager, CIT Solutions

**Education, Training and Youth Affairs Directorate**

- Ms Diane Joseph, Director-General
- Ms Leanne Cover, Deputy Director-General
- Ms Tracy Stewart, Director, Planning and Performance
- Mr Mark Whybrow, Executive Director, Corporate Services
- Ms Ann Goleby, Director, Training and Tertiary Education

**Community Services Directorate**

- Ms Natalie Howson, Director-General, Community Services Directorate
- Ms Bronwen Overton- Clarke, Executive Director, Policy and Organisational Services

- Ms Maureen Sheehan, Executive Director, Housing and Community Services
- Mr Nic Manikis, Director, Office of Multicultural, Aboriginal and Torres Strait Islander Affairs
- Ms Katrina Fanning, Director, Aboriginal and Torres Strait Islander Services, Office for Children, Youth and Family Support

## **Monday 25 June 2012**

### **Mr Simon Corbell MLA, Minister for Police and Emergency Services**

#### **Justice and Community Safety Directorate**

- Mr Mark Croweller, Commissioner for the ACT Emergency Services Agency
- Mr Andrew Stark, Rural Fire Service Chief Officer
- Mr David Foot, Chief, ACT Ambulance Service
- Ms Kathy Leigh, Director-General, Justice and Community Safety Directorate
- Mr Roman Quaedvlieg, Chief Police Officer, ACT Policing
- Ms Moira Crowhurst, Chief Finance Officer, Justice and Community Safety Directorate
- Ms Alison Purvis, Courts Administrator, ACT Law Courts
- Ms Alison Playford, Deputy Director-General - Justice and Community Safety Directorate

### **Ms Joy Burch MLA, Minister for Community Services**

#### **Community Services Directorate**

- Ms Natalie Howson, Director-General
- Ms Bronwen-Overton Clarke, Executive Director, Policy and Organisational Services
- Ms Meredith Whitten, Executive Director, Disability ACT

- Ms Maureen Sheehan, Executive Director, Housing and Community Services
- Mr Ian Hubbard, Senior Director, Finance and Budget, Policy and Organisational Services
- Mr Paul Wyles, Director, Therapy ACT
- Ms Kate Starick, Director, Disability ACT
- Mr Graham Hambleton, Director, Disability ACT
- Mr Norm Fraser, Senior Manager Business Support, Disability ACT
- Ms Ros Hayes, Principal Advisor
- Mr David Collett, Acting Executive Director, Housing and Community Services

## **Tuesday 26 June 2012**

### **Ms Katy Gallagher MLA, Chief Minister**

#### **Chief Minister's Portfolio and ACT Executive**

- Mr Andrew Cappie-Wood, Director-General, Chief Minister and Cabinet
- Ms Pam Davoren, Deputy Director-General, Policy and Cabinet
- Mr Andrew Kefford, Commissioner for Public Administration and Deputy Director-General, Workforce Capability and Governance
- Mr Paul Ogden, Director, Strategic Finance, Policy and Cabinet Division

### **Ms Katy Gallagher MLA, Minister for Territory and Municipal Services**

#### **ACT Public Cemeteries Authority**

- Ms Diane Kargas, Chair, Cemeteries Board
- Mr Hamish Horne, Manager, Canberra Cemeteries

#### **Territory and Municipal Services Directorate**

- Mr Gary Byles, Director-General
- Mr Phillip Perram, Executive Director, Business Services
- Mr Daniel Bailey, Director, ACT Property Group

- Mr Paul Peters, Executive, Roads and Public Transport

## **ACTION**

- Mr James Roncon, Director ACTION

## **Dr Chris Bourke MLA, Minister for Education, Training and Youth Affairs**

### **Education Training and Youth Affairs Directorate**

- Ms Diane Joseph, Director-General, Education and Training Directorate
- Mr Mark Whybrow, Executive Director, Corporate Services
- Mr Stephen Gniel, Executive Director, Learning, Teaching and Student Engagement
- Ms Beth Mitchell, Director, Aboriginal and Torres Strait Islander Education and Student Engagement
- Ms Joanne Garrison, Director, Information, Communication and Governance
- Mr Michael Bateman, Director, Office for Schools
- Ms Linda Baird, School Network Leader, Office for Schools
- Ms Anne Huard, School Network Leader, Office for Schools
- Mr Steve Kyburz, School Network Leader, Office for Schools
- Ms Tracy Stewart, Director, Planning and Performance
- Ms Sushila Sharma, Director, Finance and Corporate Support
- Ms Coralie McAlister, Director, Human Resources
- Mr Rodney Bray, Director, School Capital Works
- Mr Mark Huxley, Senior Manager, Information and Knowledge Services
- Ms Anne Ellis, Chief Executive Officer, Teacher Quality Institute
- Mr Phill Neane, Manager, Aboriginal and Torres Strait Islander Education

## **Wednesday 27 June 2012**

**Dr Chris Bourke MLA, Minister for Education, Training and Youth Affairs**

### **Education Training and Youth Affairs Directorate**

- Ms Diane Joseph, Director-General, Education and Training Directorate
- Mr Mark Whybrow, Executive Director, Corporate Services
- Mr Stephen Gniel, Executive Director, Learning, Teaching and Student Engagement
- Ms Leanne Cover, Deputy Director-General
- Ms Jayne Johnston, Executive Director, Tertiary Education and Performance
- Ms Joanne Garrison, Director, Information, Communication and Governance
- Ms Tracy Stewart, Director, Planning and Performance
- Ms Sushila Sharma, Director, Finance and Corporate Support
- Mr Rodney Bray, Director, School Capital Works
- Ms Anne Ellis, Chief Executive Officer, Teacher Quality Institute

**Mr Simon Corbell MLA, Minister for the Environment and Sustainable Development**

### **Environment and Sustainable Development Directorate**

- Mr David Papps, Director-General/Chief Planning Executive
- Mr Alan Traves, Executive Director, Policy
- Ms Anna Gurnhill, Acting Manager, Heritage
- Mr John Meyer, Acting Executive Director, Regulation and Services
- Mr Daniel Walters, Environment Protection Authority and Director, Environment Protection and Water Regulation

## **Thursday 28 June 2012**

### **Dr Chris Bourke, Minister for Corrections**

#### **Justice and Community Safety Directorate – Corrective Services**

- Mrs Bernadette Mitcherson , Executive Director, ACT Corrective Services
- Ms Kathy Leigh, Director-General, Justice and Community Safety Directorate

#### **Office of the Commissioner for Sustainability and the Environment**

- Ms Sarah Burrows, Senior Manager, Office of the Commissioner for Sustainability and the Environment

### **Ms Katy Gallagher, Chief Minister**

#### **Chief Minister and Cabinet Directorate**

- Mr Andrew Kefford, Deputy Director General and Commissioner for Public Administration, Workforce Capability and Governance Division
- Ms Carolyn O'Neill, Acting Director, Continuous Improvement and Workers' Compensation
- Ms Fiona Barbaro, Director, Office of Industrial Relations, Workforce Capability and Governance Division

#### **ACT Long Service Leave Authority**

- Mr Robert Barnes, Chief Executive Officer and Registrar
- Mr Goran Josipovic, Chief Operational Officer and Deputy Registrar
- Ms Catherine Shih, Chief Financial Officer

**Ms Joy Burch MLA, Minister for the Arts and for Community Services**

**Community Services Directorate**

- Ms Natalie Howson, Director-General
- Ms Bronwen Overton-Clarke, Executive Director, Policy and Organisational Services
- Mr David Whitney, Director, artsACT, Policy and Organisational Services
- Mr David Collett, Senior Director, Asset Management Branch, Housing and Community Services
- Ms Harriet Elvin, Chief Executive Officer, Cultural Facilities Corporation
- Ms Christine Nolan, Executive Director, Office for Children, Youth and Family Support
- Ms Danielle Stiff, Acting Senior Manager, Senior Manager, Early Intervention and Prevention Services, Office for Children, Youth and Family Support
- Mr Ian Hubbarb, Senior Director, Finance and Budget, Policy and Organisational Services
- Ms Leanne Power, Director, Policy, Data and Research, Office for Children, Youth and Family Support
- Mr Robert Gotts, Director, Community Sector Project, Policy and Organisational Services
- Dr Mark Collis, Director, Youth Services, Office for Children, Youth and Family Support
- Ms Helen Pappas, Director, Care and Protection Services, Office for Children, Youth and Family Support

**Friday 29 June 2012**

**Ms Joy Burch MLA, Minister for Community Services**

**Community Services Directorate**

- Ms Natalie Howson, Director-General



- Ms Bronwen Overton-Clarke, Executive Director, Policy and Organisational Services
- Mr David Collett, Senior Director, Asset Management Branch, Housing and Community Services
- Ms Maureen Sheehan, Executive Director, Housing and Community Services
- Mr Ian Hubbarb, Senior Director, Finance and Budget, Policy and Organisational Services
- Mr David Matthews, Senior Director, Governance, Advocacy and Community Policy, Policy and Organisational Services
- Mr Bob Hyland, Financial Controller, Housing and Community Services

**Ms Joy Burch MLA, Minister for Ageing, for Multicultural Affairs and for Women**

- Ms Bronwen Overton-Clarke, Executive Director, Policy and Organisational Services
- Mr Nic Manikis, Director, Office of Multicultural, Aboriginal and Torres Strait Islander Affairs
- Ms Veronica Wensing, Manager, Office for Women

**Ms Joy Burch MLA, Minister for Gaming and Racing**

- Mr Greg Jones, Chief Executive, ACT Gambling and Racing Commission
- Ms Louise Gilding, Acting Executive Director, Ministerial, Cabinet and Policy

**Mr Shane Rattenbury MLA, Speaker of the Legislative Assembly**

**Office of the ACT Legislative Assembly**

- Mr Tom Duncan, Clerk
- Mr Max Kiermaier, Deputy Clerk and Serjeant-at-Arms
- Mr Ian Duckworth, Corporate Manager
- Ms Val Barrett, Manager, Hansard, Communications and Library

### **ACT Auditor-General**

- Dr Maxine Cooper, ACT Auditor-General
- Mr Bernie Sheville, Director, Financial Audits
- Mr Brett Stanton, Acting Director, Performance Audits and Corporate Services

## **Monday 2 July 2012**

**Dr Chris Bourke MLA, Minister for Education, Training and Youth Affairs**

### **Community Services Directorate**

- Ms Natalie Howson, Director-General
- Ms Maureen Sheehan, Executive Director, Housing and Community Services
- Mr Nic Manikis, Director, Office of Multicultural, Aboriginal and Torres Strait Islander Affairs

## **Thursday 5 July 2012**

**Ms Katy Gallagher MLA, Minister for Health**

### **Health Directorate**

- Dr Peggy Brown, Director-General
- Mr Ian Thompson, Deputy Director-General, Strategy and Corporate
- Ms Jeanette MacCullagh, Acting Executive Director, Division of Critical Care
- Ms Judy Redmond, Chief Information Officer, E-health and Clinical Records

## APPENDIX B: Community and industry groups survey

### **SURVEY OF COMMUNITY AND INDUSTRY GROUPS ON THE ACT BUDGET 2012-2013, TO BE PRESENTED BY THE ACT GOVERNMENT ON 5 JUNE 2012**

If you wish to respond to this survey, please return it completed to [committees@parliament.act.gov.au](mailto:committees@parliament.act.gov.au) , by 9.30AM Tuesday 12 June 2012.

If there is insufficient room for any of your comments, below, please feel free to append your comments in an extra page. In any appended pages, please give your comments after you state what question/s you are addressing.

**1. Full name of group/organisation:**

**2. Name and honorific (Ms, Mr, Dr, etc.) of your organisation's/group's contact person for this survey and their telephone number and email address:**

1.1

**3. Has your organisation/group developed a written analysis of the Budget that it would like to submit to the Committee?**

Yes (If yes, please email it to the Committee Secretariat with your completed Survey.)

No

**4. Please list, in order of priority, your three main areas of concern regarding the ACT Budget 2012-2013:**

a.

b.

c.

*[continued over page]*

**5. What are your views on the Budget in relation to your priority areas?**

**6. Are there any other particular issues with the Budget that you would like to bring to the Committee's attention?** If so, please append a brief outline of the issue/s, in order of priority.

Yes                       No

**If yes, please comment:**

**7. Did you provide a budget submission to the Government?**

Yes (go to question 8)    No (go to question 9.)

**8. Do you think that the Budget has addressed the issues raised in your submission?**

Yes                       No

**Comment** (if you wish):

**9. Does your organisation/group wish to give its views in a Committee public hearing on 15 June 2012, at the Legislative Assembly, London Circuit, Canberra.**

Yes                       No

If you indicate yes, and the Committee decides to invite you to appear at the hearing, the Committee Office will contact you by close of business Wednesday 13 June 2012 to confirm arrangements for your appearance . Please note that the Committee may not be able to hear from all groups/organisations who indicate that they wish to appear.

Thank you.

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## **APPENDIX C: Specialist Budget Adviser Report and Briefing Notes**

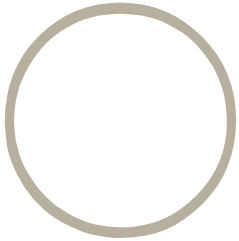




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# *ACT Budget review 2012-13*



*Prepared for*

*Select Committee on Estimates 2012-13*

*ACT Legislative Assembly*



*Centre for International Economics  
Canberra & Sydney*

*July 2012*

The Centre for International Economics is a private economic research agency that provides professional, independent and timely analysis of international and domestic events and policies.

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## *Contents*

<b>Executive summary</b>	<b>5</b>
Economic forecasts appear to be reasonable	5
Key risks	7
<b>2 Economic outlook for the ACT</b>	<b>9</b>
Growth and demand outlook for the ACT and Australia	9
Outlook for employment	11
Outlook for inflation	12
Outlook for wages	12
Risks	13
<b>3 Returning the Budget to surplus</b>	<b>16</b>
How current Budget forecasts differ from 2011-12 Budget forecasts	16
Revenue projections	17
Expenditure projections	18
<b>4 Infrastructure</b>	<b>25</b>
Timing of capital investment initiatives	25
Sustainability of borrowings	27
Rollovers	28
<b>5 Demographic considerations</b>	<b>32</b>
Recent demographic trends in the ACT	32
Implications for superannuation	34
Implications for the health workforce	35
<b>6 Environmental and social considerations</b>	<b>37</b>
Environmental sustainability	37
Cost of living statement	38
<b>Appendix A: Triple bottom line analysis of key budget initiatives</b>	<b>40</b>

**Boxes, charts and tables**

1	Economic forecasts for ACT, percentage change	9
1.2	Annual ACT GSP and Australian GDP growth 2006-2011	10
1.3	Forecasts of Australian GDP growth	10
1.4	Annual ACT State Final Demand Growth	11
1.5	ACT and Australian annual inflation 2006-2012	12
1.6	ACT and Australian annual wage inflation 2006-2012	13
2.1	Forecast headline operating balance	16
2.2	Expenditure initiatives	20
2.3	Agency specific savings	21
2.4	Wage expenses growth with and without planned cuts in FTE positions	23
3.1	Capital works initiatives by agency	25
3.2	Allocation of funding to major new capital works for construction	26
3.3	Project rollovers	29
3.4	Accelerated projects	31
4.1	Sources of population growth in the ACT	32
4.2	Estimated resident population of the ACT by age group 2001-2011	33
4.3	Demographic projections for the ACT 2011-2056	34

## *Executive summary*

The ACT Budget 2012-13 relies on forecasts for a number of important macroeconomic variables such as growth in GSP, CPI, State Final Demand and employment that feed into the forecast financial position.

### *Economic forecasts appear to be reasonable*

By and large the assumptions are conservative and are in line with recent trends and other market forecasts. The forecasts have attempted to take into account the softening impacts on demand of the return to surplus of the Commonwealth Budget. The impact of Commonwealth Government decisions such as reductions in Commonwealth public sector employment are potentially significant for the ACT economy because of the important role of both the Commonwealth and ACT public sectors as employers.

The Budget has also correctly identified that the Commonwealth Budget's return to surplus could adversely impact on demand. The low to flat forecasts for employment growth reflect this, as do the forecast significant dip in SFD in 2013.

### *Return to surplus is forecast through reduced expenditure and some budget neutral reforms*

The Budget plan to return to surplus by 2016 relies on annual revenue growth for each year to 2016 exceeding annual expenditure growth. A savings plan of \$180.5 million over the Budget horizon is outlined which exceeds the \$155.1 million of new initiatives. On a compounded average growth rate (CAGR) basis, reported revenues will grow at 4.4 per cent per annum over 2012-16 and reported expenditures will grow at 3.95 per cent per annum.

The budget introduces revenue neutral taxation reforms which would be expected to lead to a more sustainable revenue base in the long run (by cutting reliance on inefficient transaction taxes). The phasing in of important and much needed tax reform should put the ACT's revenue base on a more sound footing. Conveyance duties are being phased out, which is appropriate in light of the softening building market.

This, along with the abolition of insurance duties, cuts in payroll tax and measures to consolidate commercial land tax into general rates will make for a simpler and more efficient tax system. The abolition of what are in effect taxes on transactions which come with a high cost of collection in terms of their drag on economic growth should also provide for an additional growth boost (which is not modelled in the Budget). The tax

reform package also comes at the right time as the ACT is anticipating getting a lower share of Commonwealth GST revenues under the new funding formula which may kick in at 2015 at the earliest.

The reforms are revenue neutral because the cuts to revenue are clawed back through increases in general rates and the Utilities Network Facilities Tax.

### *Savings plan appears to be reasonable*

Our assessment of the savings plan is that it is modest and plausible, primarily relying on cuts in staffing to be achieved through 180 FTE voluntary redundancies which account for roughly one third of the savings, administrative cost savings which further cut back on administrative expenses already subject to cuts in the previous Budget and other minor efficiencies of usage, ceasing initiatives and future efficiency-based savings yet to be identified.

One minor concern is the potential for 'slippage' in achievement of these savings, particularly in finding new efficiencies by committee or resulting from an underestimate of staffing requirements. However, overall they appear largely achievable.

### *Capital works program should support State Final Demand*

The budget runs a large capital works program which will rely on an increase in borrowings of \$490 million. The large capital works program is justified because it is essentially public sector investment which is holding up ACT's SFD.

According to December quarter data, public investment recorded the highest annual growth rate at 17.5 per cent followed by private investment at 8.9 per cent. By contrast, public consumption grew by 0.2 per cent and private consumption by 1.3 per cent. The additional borrowing does not constitute a significant risk as it is anticipated to be repaid by the end of the Budget horizon.

Moreover, a large share of these capital works constitutes investments in health and transport infrastructure which will boost the future economic capacity of the ACT by facilitating improvements in the efficiency of the services sector and in human capital.

A similar assessment can be made of the non-capital works spending initiatives announced in the Budget. According to our triple bottom line analysis, the vast majority of these initiatives are expected to have both positive economic and social impacts (assuming that the purported objectives of these initiatives are achieved).

Within this category of 'double positive' initiatives (with both positive financial and social impacts), slightly more than half are expected to be economically beneficial due to their long run positive impacts on population health, which should reduce the number of working days lost to illness and increase labour productivity and labour force participation.

A triple bottom line analysis also points to positive financial and social impacts for early childhood interventions which increase economic opportunities for socially disadvantaged groups, and transport improvements which flow through to the ACT economy in the form of increased productivity.

### *Key risks*

Key areas of risk and/or uncertainty are as follows:

- **The size of the employment impacts of Commonwealth and ACT public service job cuts.** While there is some potential for negative employment multiplier effects to the ACT from the proposed cuts to the Commonwealth Public Service in the Commonwealth Budget, only general equilibrium modelling can give a sufficiently accurate value for this. Even the method of extrapolating from input-output tables, which is one of the few approaches that is based on a reasonable rule of thumb, has not been endorsed by the ABS. Hence attempts to derive the value of such multipliers through methods other than economy wide modelling are considered questionable.
- **The softening of the building market.** According to the most recent data the value of building approvals in the ACT fell by more than 30 per cent between 2011 and 2012 compared to 15 per cent nationally. This has been reflected in the forecast fall in own source revenue for the ACT Government and in the decision to further increase capital works spending in this Budget to prop up private sector activity in the short term.
- **Returns to superannuation investments.** The surplus in 2016 is not achievable without an adjustment to the headline net operating balance to account for returns to superannuation investment. The Budget relies heavily on returns to superannuation investments being close to long run returns of a nominal 7.5 per cent per annum. Without the contribution of these returns, the budget remains in deficit in 2016. This adds another element of uncertainty to the projection that a surplus can be achieved by 2016 given the current poor state of investment returns, the recent historical record of rates of return slightly below this, and significant overestimate of these returns in the previous Budget. There was also a significant shortfall between the investment gains forecast in the previous budget of \$78.7 million and the estimated outcome this year of only \$7.4 million. It may be that the poor performance this year is an anomaly but nonetheless this creates an element of uncertainty to the projection that a surplus can be achieved by 2016.
- **Infrastructure project scoping.** A major cause of infrastructure project rollovers appears to be inappropriate contract scoping and delays introduced by the planning system.
- **The ageing of the ACT population** and its implications for both future service delivery and the capacity of its own public sector workforce to deliver required services. The ageing of the population in the ACT creates pressures on both the demand side (for instance in terms of greater pressures placed on the health system)

and supply side (in terms of the ageing of the public sector workforce, the increasing superannuation liability pressures, and the ageing of the health workforce and how this may constrain the meeting of demands for health programs). The percentage of the ACT population aged 65 years and over is expected to rise from approximately 10 per cent in 2007 to 20 per cent in 2056. Meanwhile key sections of the health workforce are also subject to ageing pressures, with more than a third of the nursing workforce expected to retire within the next 15 years. As noted, emerging public sector superannuation liabilities are another long term concern, with the recent triennial actuarial review updating and bringing forward the year of peak liabilities from 2037 to 2034.

## 2 *Economic outlook for the ACT*

The Budget relies on forecasts for a number of important macroeconomic variables that feed into the forecast financial position of the ACT Budget. As set out below, by and large the assumptions are conservative and are in line with recent trends and other market forecasts.

### 1 **Economic forecasts for ACT, percentage change**

<b>Growth</b>	<b>2011-12</b>	<b>2012-13</b>
Gross State Product	2.5	2.0
Employment	0.5	0.0
State Final Demand	2.0	0.5
Consumer Price Index	2.5	2.25
Wage Price Index	3.5	3.5
Population	1.5	1.5

Source: ACT Budget 2012-13

### *Growth and demand outlook for the ACT and Australia*

Gross State Product (GSP) growth in the ACT has been forecast to grow by 2.5 per cent in 2011-12 and 2 per cent in 2012-13.

These forecasts are considered to be appropriately conservative and reasonable when compared with the trend rate of economic growth in the ACT and the historical and forecast differential between the economic performance of the ACT economy compared to the Australian economy as a whole.

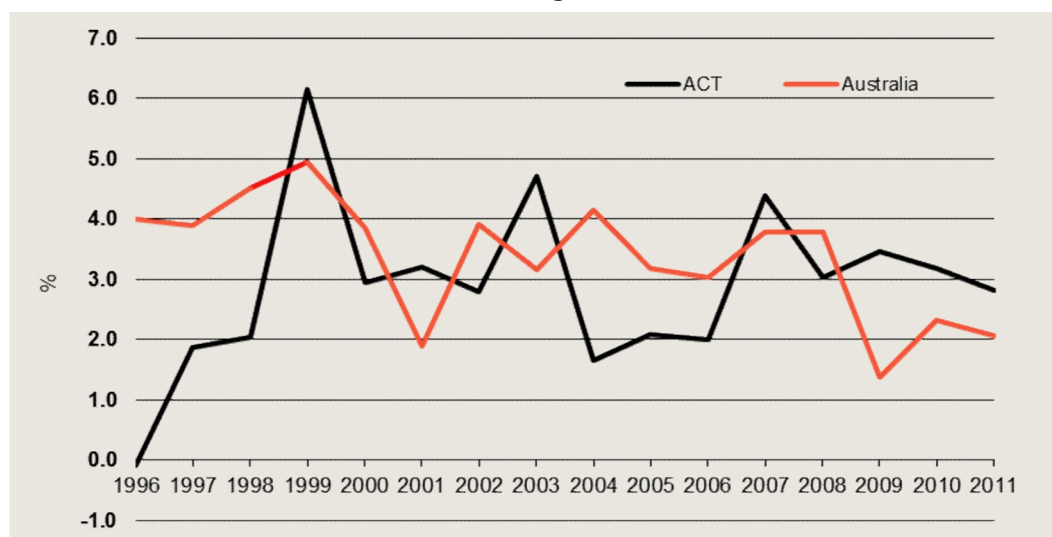
The chart below tracks recent GSP growth in the ACT over 1996-2011 and compares it to GDP growth for Australia. The chart shows that since 2009, ACT's GSP growth rate has been tracking above the national average. While the ACT's GSP growth rate has experienced a decline since 2009 due to the GFC, it has still been stronger than nationwide performance. Over the more recent 2006-2011 period, the ACT's GSP growth has averaged more than 3 per cent and it has been less affected by the GFC than Australia as a whole. In 2010-11 the ACT's GSP grew by 2.8 per cent. The reason we have taken the data back as far as 1996 is because the Commonwealth put in place fiscal consolidation measures in 1996 (though it did not immediately move into surplus) which led to significant public sector job cuts. Notwithstanding this, the ACT's GSP growth rose until 1999. The fall in the ACT's GSP growth only began in 1999 and despite this, GSP growth rate remained positive.

The 2011-12 forecast of 2.5 per cent GSP growth is consistent with this trend, allowing for additional decline due to the contractionary impact of the return to surplus in the

Commonwealth budget. It is also consistent with a 2010 estimate by the ACT Chief Minister's Department that over the next 40 years the ACT economy will grow by 2.3 per cent per annum.<sup>1</sup>

The even lower forecast rate of 2 per cent for the following year takes account of the additional impacts of Commonwealth fiscal consolidation which may further adversely impact the GSP growth of the ACT given its dependence on Commonwealth public sector employment. There is some potential uncertainty over the magnitude of possible additional job losses because of cuts in Commonwealth public sector employment. This is discussed further in the relevant section below.

## 2.2 Annual ACT GSP and Australian GDP growth 2006-2011



Data source: ABS National Accounts and State Accounts

The Budget also relies on a forecast growth for the Australian economy of 3 per cent for 2011-12 and 3.25 per cent for 2012-13 from the forecasts produced in the recent 2012-13 Commonwealth Budget. This Australian GDP forecast is consistent with forecasts by other agencies as summarised below.

## 2.3 Forecasts of Australian GDP growth

<b>Australian GDP Growth</b>	<b>2011-12</b>	<b>2012-13</b>
ACT/Commonwealth Budget forecast	3.0	3.75
OECD forecast	3.1	3.7
RBA forecast	3.5	3-3.5
IMF forecast	3.0	3.5

Source: RBA Economic Outlook February 2012; IMF World Economic Outlook; OECD Economic Outlook 91 Projection, May 2012, summary of projections

The forecast softening in ACT economic performance in 2012-13 appears to be reasonable given the recent weakening in State Final Demand (SFD), which is a

<sup>1</sup> ACT Chief Minister's Department 2010, *Population ageing in the ACT*.



component of GSP. SFD growth over 2010-11 was 3.8 per cent compared to 3.4 per cent for Australia with the ACT's SFD performance once again leading Australian performance on final demand (using June figures). However, ACT Treasury updates for the December quarter show a softening in ACT SFD to 2.8 per cent over the previous year. The downward revision in SFD has been forecast to generate 2 per cent SFD growth in 2011-12 and 0.5 per cent growth in 2012-13.

Though this forecast is significantly below the historical average over the period, it is meant to take account of the dampening impacts on demand of the Commonwealth budget and is therefore, in our view, a plausible estimate.

#### 2.4 Annual ACT State Final Demand growth

<i>Financial year</i>	<i>ACT SFD growth (%)</i>
2006	3.91
2007	11.73
2008	2.29
2009	2.12
2010	3.00
2011	3.82

Source: ABS State Accounts

### *Outlook for employment*

Year on year employment growth in the ACT using the most recent April 2012 data was 0.4 per cent compared to 0.9 per cent for Australia.

The Budget predicts very low to flat employment growth for 2011-12 and 2012-13.

This takes account of the return to surplus of the Commonwealth Budget which is expected to lead to significant job cuts in the Commonwealth public service.

Further cuts in labour expenses are envisaged in the ACT Budget including a reduction in full time employment (FTE) to be achieved through voluntary redundancies. Given the importance of public sector employment in the ACT with public sector employment making up more than 51 per cent of total employment,<sup>2</sup> employment growth would be expected to be adversely affected over the coming years. For these reasons, the forecast of 0.5 per cent employment growth in 2012 followed by zero employment growth the following year is within a plausible estimate range.

The size of the employment impacts of Commonwealth and ACT public service job cuts (in terms of multiplier effects) is a significant area of uncertainty which is discussed

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<sup>2</sup> Calculated using data from ABS 6291.0.55.003 - Labour Force, Australia, Detailed, Quarterly, Feb 2012. We assumed in our calculations that the industry classifications of 'education and training' and 'health care and social assistance' in the data set are primarily made up of public sector employers.

further below. Another significant area of risk to the forecast outlook is the softening building and housing market in the ACT. This is also discussed below.

### *Outlook for inflation*

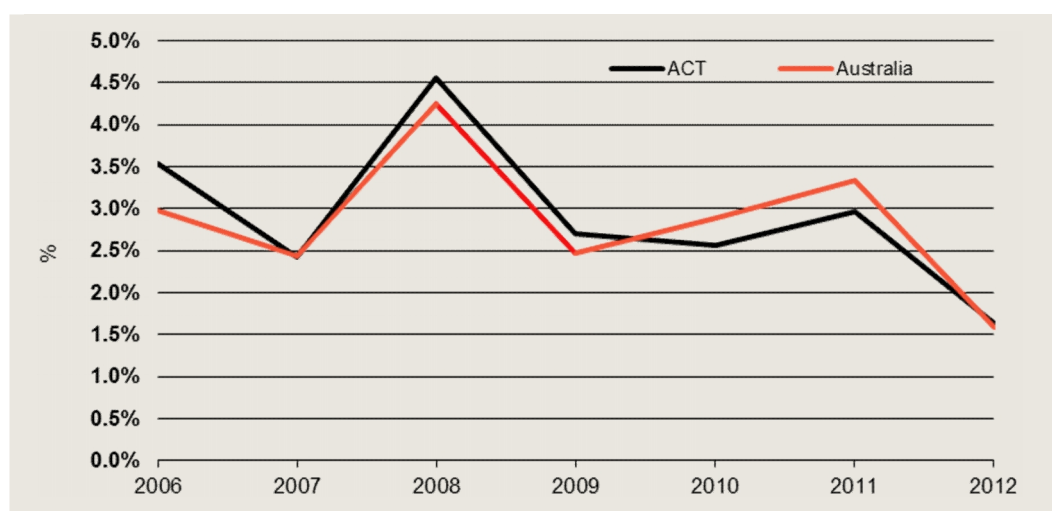
Annual growth in CPI for Canberra to the March quarter 2012 was 1.6 per cent, well below the previous year which recorded almost 3 per cent to the March quarter.

This has been driven by the fact that in Canberra the CPI actually fell by almost 0.4 per cent from the December 2011 to March 2012.

The chart below which uses March quarter figures as they are the most recent available summarises the CPI change in Canberra and Australia (weighted average of eight capital cities). It shows a steep decline in inflation since 2011 with the ACT initially ahead of the rest of Australia in reducing CPI growth. This suggests that the forecasts in the Budget for ACT inflation of 2.5 and 2.25 per cent are sufficiently cautious and plausible.

One caveat is the extent to which the large capital works program may put pressure on prices and wages. However, given the projected flat employment growth over the period and the fact that it is public investment has been holding up SFD growth (and by implication GSP growth) it is highly unlikely that these large capital works would reignite inflationary expectations and lead to higher than forecast CPI growth.

#### 2.5 ACT and Australian annual inflation 2006-2012



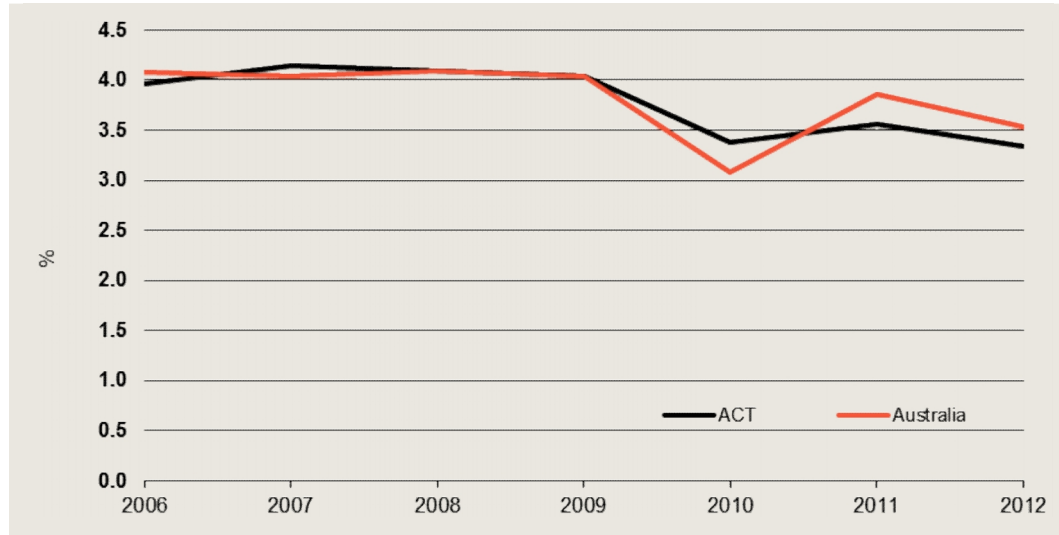
Data source: ABS CPI data

### *Outlook for wages*

Wage inflation is forecast to rise by 3.5 per cent in 2012 and 3.5 per cent again in 2013. This appears to be consistent with the recent performance of the ACT. According to March quarterly data, the ACT Wage Price Index (WPI) rose by 3.34 per cent in 2011-12 and 3.56 per cent in 2010-11. The chart below summarises the ACT's performance and

compares it against Australian performance. Australia and the ACT have managed to keep a strong lid on wage inflation since 2009. Since around 2010, ACT wage price inflation has been lower than Australia's as a whole.

**2.6 ACT and Australian annual wage inflation 2006-2012**



Data source: ABS WPI data

Impending Commonwealth and ACT public sector job reductions and the ensuing flat employment growth will be expected to keep a lid on wage demands. Moreover, in the ACT public sector WPI growth (at 3 per cent) has been less than private sector WPI growth (at 3.8 per cent) and the public sector is a disproportionately important employer.

**Risks**

*The impacts of impending and future Commonwealth decisions*

The Commonwealth Budget 2012-13 has projected a return to surplus of \$1.5 billion in 2012-13, from a deficit of \$44.4 billion in 2011-12. The surplus is expected to grow by 2016 to \$7.5 billion. This represents a significant turnaround in the Commonwealth's fiscal position and is facilitated by net savings of \$17 billion over the forward estimates.

Some of the savings measures in the Commonwealth Budget would be expected to have a direct contractionary impact on the ACT economy such as the efficiency dividends to be applied to the Commonwealth public service, and potentially the savings in Defence (though the 5 per cent of the Defence industry located in the ACT is primarily engaged in marketing rather than manufacturing).<sup>3</sup>

<sup>3</sup> ACIL Tasman 2004, *A profile of the Australian defence industry*.

According to forecasts in the Budget papers of employment in the Commonwealth public service, jobs will be reduced by around 3 000 in 2012-13 nationally<sup>4</sup> or 1 400 in Canberra.<sup>5</sup> Another plausible estimate, this time of total job losses over the Budget horizon, based on forecast wage bills, suggests that the total number of job losses through to 2016 may be as high as 12 000.<sup>6</sup> One potential area of uncertainty is the 'employment multiplier' for loss of each public sector job.

However, we would urge caution in the use of such multipliers.

One potential source of employment multipliers is the input-output employment tables produced by the ABS. These can be used to calculate multipliers by dividing the value estimated for the 'indirect employment per \$m output' associated with a particular industry classification by the 'direct employment per \$m output' of that same industry.

However the ABS itself discontinued the publication of these multipliers in its tables since its 1989-90 publication, citing many significant methodological problems with the calculation of such multipliers.<sup>7</sup> The ABS recommends that the only sound methodology for estimating multipliers is that rather than using rough and ready rules of thumb, that they be estimated using proper General Equilibrium (GE) modelling. Given the ABS's own disclaimer regarding the calculation of employment multipliers from its input output tables and the absence of any GE modelling on the question, we are unable to endorse the use of any public sector employment multipliers.

In addition, there are other Commonwealth measures which may potentially have an impact on the amount of funding that the ACT receives from the Commonwealth Government or the amount that it has to contribute. The following have been discussed in the ACT Budget's discussion of 'Summary of Major Risks':

- The result of the Commonwealth Government's GST Distribution Review which is likely to reduce the ACT's share of the GST pool from 2014-15 from the phasing in of an equal per capita distribution of the National Specific Purpose Payments (SPPs). Currently the ACT receives a below population share of the SPP pool which is then topped up. GST Grants to the ACT currently comprise over 20 per cent of total ACT revenue.
- At the 13 April 2012 COAG meeting, all States along with the Commonwealth reaffirmed their commitment to the National Disability Insurance Scheme (NDIS).

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<sup>4</sup> Commonwealth Budget 2012-13, Statement 6.

<sup>5</sup> Legislative Assembly for the ACT: 2012 Week 6 Hansard (9 May) p. 2221.

<sup>6</sup> Analysis of M. Mannheim in Canberra Times, May 9 2012.

<sup>7</sup> Discussion of 'Limitations of input-output multipliers for economic impact assessment', available at <http://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/5209.0.55.001Main%20Feature%20Final%20release%202006-07%20tables?opendocument&tabname=Summary&prodno=5209.0.55.001&issue=Final%20release%202006-07%20tables&num=&view=>

While it has been recommended that the additional cost of the NDIS be funded by the Commonwealth, cost sharing arrangements with States and Territories are yet to be determined.

- The National Carbon price to be introduced from 1 July 2012 which will increase energy costs, including for ACT Government agencies. However, to address this, the Budget has set in place its own measures to allow the ACT Government to achieve carbon neutrality.

We do not have access to sufficiently detailed working data to check that the job losses in the ACT from these risks and in particular from the Commonwealth public sector job cuts have been fully reflected in the weakening economic forecasts for the ACT. However we are comfortable that the Budget has attempted to identify and take account of such risks in preparing its forecasts, based on its statement of risks and on our assessment of the general consistency of its forecasts with historical experience.

### *The softening building market*

The 2012-13 Budget explains how forecast revenues for 2012-13 and over the Budget horizon have proven to be lower than the 2011-12 Budget forecasts, due in part to a reduction in ACT Government's own revenues from land and commercial development activities because of the softening in the building market. This softening in the building market has taken many forms.

Firstly the value of building approvals in the ACT has fallen significantly since 2010. They fell by more than 30 per cent between 2011 and 2012 using recent April data. Nationally the value of building approvals fell by 15 per cent.

The number of ACT residential building approvals was down by 19 per cent according to the April data while Australia wide the fall was 15.8 per cent.<sup>8</sup>

This is an appropriate area of concern in assessing the future economic outlook for the ACT economy. In our view this has been reflected in the forecast fall in own source revenue for the ACT Government and in the decision to further increase capital works spending in this Budget to offset private sector activity in the short term.

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<sup>8</sup> ACT Treasury Economic Indicators for the ACT, (<http://www.treasury.act.gov.au/snapshot/>)

### 3 *Returning the Budget to surplus*

The 2012-13 Budget has a headline net operating deficit of \$318.3 million but envisages a return to budget surplus by 2015-16 as summarised in the table below.

#### 3.1 Forecast headline operating balance

	2011-12 (\$ 000)	2012-13 (\$ 000)	2013-14 (\$ 000)	2014-15 (\$ 000)	2015-16 (\$ 000)
Revenue	3 993 979	3 951 721	4 260 151	4 530 637	4 746 786
Expenses	4 126 897	4 347 421	4 477 260	4 673 911	4 818 663
Net operating balance	-132 918	-395 700	-217 109	-143 274	-71 877
Plus: Expected Long Term Capital Gains on superannuation Investments	7 428	77 376	86 879	92 014	97 046
Headline net operating balance	-125 490	-318 324	-130 230	-51 260	25 169

Source: ACT Budget.

Putting aside the assumptions regarding gains on superannuation investments (tested further below), another important set of preconditions for achieving surplus by 2016 is that from 2013 onwards, increases in revenue exceed increases in expenditure.

CIE calculations using the above set of revenue and expenditure figures show that the Budget's projected revenue grows at a CAGR of 4.41 per cent per annum between 2012 and 2016 while expenditure grows at 3.95 per cent per annum.

#### *How current Budget forecasts differ from 2011-12 Budget forecasts*

The forecast outcome for expenditure in 2011-12 is broadly in line with the previous Budget forecast, being approximately \$29 million (or less than 1 per cent) above the previous forecast. The biggest contributing line item to this slight increase between previous forecast expenditure and current forecast outcome was superannuation expenses.

The forecast outcome for revenues in 2011-12 (not including returns from superannuation investments) is also broadly in line with the previous forecast, being approximately \$11.7 million above the previous forecasts. This is primarily the result of

the bringing forward of Commonwealth grants. This offset the lower than expected taxation revenue and sales of goods and services.

The fall in taxation revenues in 2011-12 reflected lower than expected Conveyance Duty receipts due to softening growth in the housing market and commercial activities relating to land supply and development.

The cause of the significant increase in the headline net operating balance in 2011-12 to a \$125.49 million deficit, compared to the previous Budget's forecast deficit in 2011-12 of only \$36.926 million lies in the large shortfall in expected long term capital gains on superannuation investments. The previous Budget's forecast of these gains for 2011-12 was \$78.7 million compared to the recent forecast outcome of gains of only \$7.4 million. The significant discrepancies between the 2011-12 Budget forecast and estimated outcomes of returns in superannuation may be a cause for concern and is discussed further later in this chapter.

### *Revenue projections*

Approximately 40 per cent of the ACT's Government sector revenue is from grants from the Commonwealth Government and the ACT has comparatively less capacity and flexibility to raise own source revenue than the Australian average. The *ACT Taxation Review* which was released in May 2012 made recommendations to reduce the share of inefficient taxes and progressively increase the share of efficient taxes as a proportion of own-source revenue. Many of these recommendations were taken up in the current Budget. A summary of the tax reform measures is included in the Appendix which lists significant spending, saving and taxation initiatives and provides a triple bottom line assessment.

We believe that these recommendations will go some way towards optimising own source revenue collection for the ACT Government by reducing inefficient barriers to trade and thus having a growth boosting effect in the long run.

For 2012-13 and beyond, moderate increases are expected for most revenue lines. The payroll tax and general rates forecasts reflect assumption about employment and wages as well as new property growth (in the case of general rates). We have already examined the assumptions regarding the WPI and employment and regard them as satisfactory.

The changes also reflect the taxation reforms discussed above. We are satisfied with the plausibility of these estimates. In the long run, because these taxation reforms reduce the magnitude of deadweight losses associated with revenue collection in the ACT economy (for instance by reducing transaction costs associated with property sales) we would expect the taxation reforms to also have some growth boosting impacts in the long run and therefore stabilise and possibly raise the long run revenue raising potential of the ACT taxation base. On the other hand, as the discussion in the previous chapter has documented, future revenues may be affected by the change in the GST distribution formula by the Commonwealth resulting in reduced Commonwealth funding. Thus



these taxation reforms have come in at just the right time as a means of ensuring greater stability in ACT revenues.

### *Expenditure projections*

Total expenditure in 2012-13 is \$4.347 billion which is an increase of 5.3 per cent over 2011-12 expenditure. Forty seven per cent of 2011-12 expenditure relates to employees' wages and superannuation while functionally 51 per cent will go to health and education (compared to 53 per cent the previous year).

The main factors affecting expenditure levels are:

- ***Employee expenses.*** The forecasts for these expenses are partly determined by the Budget's forecasts of the WPI. As these were determined to be plausible and to sufficiently take into account historical data on WPI trends in the ACT, these expense forecasts are plausible. We note that these expenses appear to show an uneven pattern of wages expenses growth with a significant increase of 5.5 per cent between 2012 and 2013, falling to 2.0 per cent between 2013 and 2014, and then bouncing back again with increases of 3.4 per cent and 2.9 per cent respectively in 2015 and 2016. According to the Budget, the early increase of 5.5 per cent is driven by 'revised wage parameters, increased health related service activities and the conversion of contractors to permanent staff'. As we discuss in further below, the planned savings in labour expenses by reducing FTE positions have had some impact in reducing the magnitudes of expenses growth in this area, especially in 2013.
- ***Superannuation interest costs and expenses.*** These relate to the defined benefit CSS/PSS liabilities and accumulation superannuation arrangements faced by the Government. We note that the 2011-12 and 2012-13 estimated outcome of the previous Budget has been revised upwards in this Budget due to the annual increase in CSS/PSS superannuation liabilities and a slight upward revision in the assumed discount rate for those liabilities (from 5.3 per cent to 6 per cent). While it is not within our scope and expertise and there is insufficient data for us to recalculate our own estimates of these liabilities, in the chapter on demographic factors we note some considerations primarily relating to the projected ageing of the population and the ACT's public sector workforce as well as the previous record on superannuation investments which should be taken into consideration in future estimates. These considerations which we outline at least suggest erring towards caution in not under-estimating the potential superannuation interest costs and expenses.
- ***Depreciation and amortisation.*** These expenses are expected to increase in 2012-13 as major infrastructure projects are completed, while the outcomes for 2011-12 have been lower than projected because of project delays. These expenses only account for about 7.5 per cent of total expenditure and in any case the size of these expenses are timing related.



- **Interest expenses.** These expenses account for less than 3 per cent of total expenses over the four years. Changes in the estimated outcome for 2011 and 2012 have been attributed to changes in interest payments for borrowings the General Government Sector and ACTEW Corporation.
- **Supplies and services.** These consist of supplies (such as pharmaceuticals), repairs and maintenance, consultants and contractors expenses and payments for ACT Policing and vary depending on expenditure associated with the implementation of new initiatives and growth in service activities for existing initiatives. These expenses accounts for 20 per cent of total expenses over the four years. The 2011-12 estimated outcome for supplies and services expenses is expected to be 4.3 per cent lower than what was forecast in the previous Budget.
- **Other operating expenses.** These consist of cost of goods sold, insurance related costs, concessions, school accounts expenses and other miscellaneous expenses and comprise under 5 per cent of total expenses over the four years. The 2011-12 estimated outcome was 20 per cent higher than what was forecast in the previous Budget due to a reduction in the discount factor applied to insurance claim expenses. We have insufficient information to understand why this discount factor was reduced but the 20 per cent upward revision of this expense does suggest a degree of caution in current forecasts even if the expense only forms a small percentage of total expenditure.
- **Grants expenses.** These have increased due to increased grants provided to non-government schools. These expenses comprise more than 17 per cent of total expenses over the four years so greater scrutiny of these expenses is recommended.

#### **Areas of forward pressures**

The areas of spending which are growing at above average levels into 2011-12 and the Budget horizon of 2016 are as follows:

- General public services expenditure will grow at a CAGR of 9.7 per cent per annum compared to the 3.95 per annum. CAGR for total government expenditure over the Budget horizon. Expenditure growth for this function into 2012-13 of 13.4 per cent is also the second highest for the year. This continues the trend of this function between the fastest growing category, both in the budget year and over the horizon as identified in the previous Budget.
- Health will grow at a CAGR of 6.09 per cent per annum over the budget horizon, the second highest growth rate for that period after general public services. Its growth rate of 7.5 per cent into 2012-13 is the third highest for that period.
- The category of 'Other purposes' which was also identified as a fast growing function in the previous budget will grow at a CAGR of 5.5 per cent per annum, the third highest growth rate over the budget horizon.
- Mining and mineral resources expenditure will grow at 15.5 per cent in this budget year but only 4.32 per cent per annum over the budget horizon. However this is from a relatively low base.

- By contrast it is worth noting that social security which was identified as growing quite sharply in the previous budget year will only grow by 1.5 per cent this budget year and by 1.55 per cent per annum over the horizon.

While new expenditure initiatives in the 2012-13 Budget total \$155.1 million over four years, these new initiatives will be more than offset by savings measures of \$180.5 million outlined below.

The \$155.1 million figure itself already takes account of revenue and other offsets as well as the use of the Health Funding Envelope (new money and savings offsets from previous initiatives) as summarised below.

Revenue and other offsets such as the level of self funding of these initiatives comprise more than 4 per cent of their total value. This meant that the net impact of the initiatives was only 61.4 per cent of their total value, taking into account the use of the Health Funding Envelope. By comparison, the previous Budget estimates of offsets over the budget horizon put the level of self funding at almost 4 per cent of total expenditure value.

### 3.2 Expenditure initiatives

	<i>Total 4 year (\$'000)</i>
<b>Expenditure Initiatives</b>	<b>252 244</b>
Revenue / Other Offsets	11 026
Health Funding Envelope Employed	86 131
Net Budget Impact – Expenditure Initiatives	155 087

Source: ACT Budget.

#### *Savings measures*

The 2012-13 Budget incorporates additional saving measures of around \$27 million in 2012-13, increasing to \$61 million in 2015-16. These savings total \$180.5 million and more than offset the value of new spending initiatives. They are in addition to 'offsets' already taken into account in costing the impact of the new spending initiatives. These comprise:

- savings in administrative costs of \$37.3 million from improvements in the efficiency of back office functions and reducing input costs such as travel, accommodation, fleet, printing, stationery, advertising and marketing expenses;
- savings in employee costs of \$59.9 million, through the redirection of resources to higher areas of need and new priority initiatives;
- savings from extending the operating life of ICT Equipment \$4.8 million;
- future agency savings of \$45.9 million; and
- reprioritisation of program expenditures of \$18.6 million.

The distribution of agency specific savings across the various agencies is as set out in the table below.

### 3.3 Agency specific savings

<b>Agency</b>	<b>Savings (\$'000)</b>
ACT Executive	101
Chief Minister and Cabinet Directorate	2 536
Health Directorate	28 623
Territory and Municipal Services Directorate	17 984
Treasury Directorate	2 814
Shared Services Centre	15 681
Economic Development Directorate	6 805
Justice and Community Safety Directorate	22 698
Environment and Sustainable Development Directorate	7 867
Community Services Directorate	13 773
Housing ACT	2 488
Education and Training Directorate	27 103
Canberra Institute of Technology	9 471
Land Development Agency	3 739
Legal Aid Commission (ACT)	210

Source: ACT Budget.

We note the following minor discrepancies when cross checking this table (from Budget Papers No 3) against Budget Papers No 4 associated with each agency:

- Budget Papers No 4 for the Community Services Directorate reports savings initiatives which total \$13 795 000 compared to the \$13 773 000 reported in the table above.
- Budget Papers No 4 for the Education and Training Directorate reports savings initiatives which total \$26 381 000 compared to the \$27 103 000 reported in the table above.

These were the most significant discrepancies though there were also some minor ones in other portfolios while for some portfolios like Treasury the savings initiatives were not detailed as a separate line item in Budget Papers No 4 so that they could not be cross checked against the table here.

In any case, based on the data provided in Budget Papers No 3 we note that the largest share of agency-based savings (excluding ceasing initiatives) are from the Health (17.7 per cent), Education (16.7 per cent), Justice (14 per cent) and Territory and Municipal Services (11.1 per cent) Directorates.

A more detailed discussion of how the different types of savings will be achieved is presented below.

#### *Administrative cost savings*

As discussed, administrative costs comprise travel and accommodation, printing and stationery, consultants and contractors, recruitment and training, advertising and marketing and fleet leasing. Savings are to be achieved in these areas as follows.

- For travel and accommodation and advertising and marketing, a 10 per cent reduction on 2010-11 costs is sought for 2012-13 followed by a 15 per cent reduction by 2013-14. Travel savings will be achieved through reduced travel expenditure, greater use of advanced travel planning, and increased use of teleconference facilities.
- For printing and stationery, a 10 per cent reduction on 2010-11 costs is sought through better pricing, greater use of electronic publications as an alternative to printing and more efficient stationery use.
- For consultants and contracting, savings of around \$14.4 million over the budget horizon will be achieved through better coordination of engagement of consultants across government, and cross-agency advice and assistance.
- For recruitment and training, a 10 per cent reduction on 2010-11 costs is sought through streamlining of recruitment and training processes.

Each of these savings initiatives seems plausible and achievable, particularly given the relatively small magnitude of cuts proposed for each, though the approach proposed for cutting costs in consulting and contracting and recruitment and training is vaguer than the others. Nonetheless, some caution is advised because these reduction measures can be very difficult to monitor over time and there is room for slippage. This is more so because while each reduction is small, the administrative savings together amount to a bit over one fifth of the total targeted savings.

### *Employee expenses*

Savings in employee expenses make up almost one third of total savings and are therefore a relatively important part of the savings plan for returning to surplus. These savings are supposed to be achieved by a redirection of resources in employment expenses to higher areas of need and new priority initiatives. These savings will be mainly achieved by the use of voluntary redundancies to cut 180 FTE positions from the public service.

We do not think that the relatively small size of job cuts risks undermining economic growth in the ACT given the size of capital works projects launched by the Budget.

While these employment cuts would appear to be achievable when the number of positions which are being reduced (180) is small compared to the number of FTE positions in any given year (18,216 in 2011-12), the constraint in using voluntary redundancies slightly reduces the credibility attached to these savings. This is more so given that actual FTE outcomes for each year have been consistently higher than what was forecast in previous Budgets.

For instance, while the 2011-12 budget estimated FTE of 17 667, the actual outcome for 2011-12 was higher at 18 216. The current budget allows for an additional increase in FTEs of 489 in 2012-13. Similarly, while the 2010-11 estimated outcome was 17 489 the actual outcome in 2010-11 was 17 741. Given the small number of FTE reductions, even a slight underestimate of projected requirements in agencies in the current Budget can significantly reduce expected savings from labour expenses. For example, there is an increase in 42 FTE positions in the Economic Development Directorate in 2012 compared to what was forecast in the previous Budget due to an underestimate of staffing requirements.

We note that these savings in labour expenses are not inconsistent with the trend of labour expenses growth over the Budget horizon. As discussed previously, labour expenses continue to grow over the 2012 to 2016 period, though unevenly, with the largest wage expenses growth occurring between 2012 and 2013 and more muted growth thereafter, though bouncing back by 2015.

The table below summarises how wages expenses grow under the Budget forecasts and how they would grow without the savings in employee expenses planned. The planned reductions have most effect in 2013 (reducing wage expenses growth from 6.7 per cent to 5.5 per cent) but make virtually no difference to wages expense growth in later years. The differences between labour expenses growth with and without these reductions in FTE positions are small, which demonstrate that the planned labour savings are very small and could potentially be overwhelmed if forecast labour requirements are higher than expected.

#### 3.4 Wage expenses growth with and without planned cuts in FTE positions

	2012 to 2013	2013 to 2014	2014 to 2015	2015 to 2016
	%	%	%	%
Forecast wage expenses growth	5.5	2.0	3.4	2.9
Wage expenses growth without planned cuts in FTE positions	6.7	2.1	3.4	2.9

Source: ACT Budget, CIE calculations.

#### *Extending the Operating Life of ICT Equipment*

The Budget expects \$4.8 million to be saved by extending the operating life of ICT equipment and better life cycle management.

#### *Other Agency Savings*

The Budget expects additional productivity improvements by agencies to provide savings in the order of \$45.9 million over the period 2012-13 to 2015-16. These savings account for more than a quarter per cent of total savings. While the measure as described here is necessarily broad and general and is subject to similar concerns regarding 'slippage' and monitoring difficulties, some additional credibility is produced by the establishment of a Better Service – Better Practice Advisory Group to oversee

these savings. However we again advise caution in depending on these savings given the current lack of concrete detail on how they will be achieved. We note that the use of such Committees for driving efficiency savings is not unprecedented with an Efficiency Improvement Branch under the Department of Finance being established by the Commonwealth Government.

### *Ceasing Initiatives*

A total of \$18.6 million in savings will come from redirecting resources from lower priority and non-essential programs over the four year budget horizon. The largest share of these ceasing initiatives will be incurred by Treasury in the form of reductions in desktop upgrades and the Environment Directorate in the form of partial reduction in the ACTSmart program. Assuming that these ceasing initiatives do not impact substantially negatively on the productivity of these directorates, none of these ceasing initiatives would be expected to have any negative offsets in the form of adversely impacting on economic development in the ACT and therefore seem to be well targeted.

### *Superannuation projections*

A brief comment needs to be made about the gains on superannuation investments assumed in the projections of the headline net operating balance as the Budget only comes into surplus in 2015-16 only on the assumption that these gains can be achieved. Otherwise the net operating balance remains in deficit of \$71.9 million.

On the one hand, the Budget's inclusion of these gains makes sense because it allows the ACT Budget to be compared on a "like for like" basis with the Net Operating Balances reported by other jurisdictions. This is because of the difference in the way the ACT's superannuation investments are structured which means that other States hold their investments in a form that already allows the expected capital gains to be included in the calculation of Net Operating Balance.

However we note that the Budget also states that the superannuation portfolio has, as of June 2012 returned a net investment return of 7.1 per cent nominal per annum, which is lower than the assumed 7.5 per cent per annum. In other words, historically the investment return has been 0.4 per cent lower than what has been assumed.

Moreover, the previous Budget's forecast of these gains for 2011-12 was \$78.7 million compared to the recent forecast outcome of gains of only \$7.4 million, which is significantly lower. As the details of the superannuation calculation are not sufficiently transparent for us to recreate we do not know what this means in terms of impacts on the bottom line. However it does add another element of uncertainty to the projection that a surplus can be achieved by 2016, particularly given the current state of investment returns.

## 4 Infrastructure

The total value of the 2012-13 Infrastructure Investment Program over four years is \$1.7 billion, out of which new investments in infrastructure are worth \$429.5 million. Thus, the majority of the program comprises works in progress flowing from previous years. In 2012-13 alone, the value of the total capital program including works in progress is \$927 million.

### *Timing of capital investment initiatives*

Out of the \$429.5 million worth of new investments over four years, \$381.5 million is in the form of new capital initiatives (these comprise the value of new capital works, plant and equipment and ICT excluding the value of capital upgrades).

The table below provides a breakdown on new capital works (four year total) expenditure by agency. (We have included Urban Improvement Program funds in the definition of new capital works but not capital upgrades).

#### 4.1 Capital works initiatives by agency

<b>Agency</b>	<b>4 year total (\$'000)</b>
Office of the Legislative Assembly	835
Health Directorate	47 159
Territory and Municipal Services	68 207
Economic Development Directorate	103 274
Justice and Community Safety	24 521
Environment and Sustainable Development	8 350
Community Services	7 550
Housing ACT	11 578
Education and Training Initiative	19 230
Cultural Facilities Corporation	3 109
Exhibition Park Corporation	605

Source: ACT Budget.

The table shows that the majority of capital works funding is for the Territory and Municipal Services and Economic Development Directorates. The Health Directorate is the third highest recipient of funding.



The largest areas of new capital works funding are:

- Enhancing Hospital Facilities (\$43.619 million);
- ESA Station Upgrade and Relocation – Charnwood Station (\$21.318 million);
- Mugga Lane – Landfill Extension – Stage 5 (\$19.850 million);
- Molonglo 2 – Uriarra Road Upgrade (\$17 million);
- Molonglo 2 – Sewer and Stormwater infrastructure (\$15.9 million);
- Rectification and Upgrade of Taylor Primary School (\$12.930 million);
- Horse Park Drive Extension from Burrumarra Avenue to Mirrabai Drive (\$11.5 million);
- North Weston – Road Intersection Reconstruction (\$10.5 million);
- Gungahlin Enclosed Oval Grandstand Construction (\$6.5 million);
- Manuka Oval Lighting Upgrade (\$5.347 million);
- Expansion of Social Housing (\$5 million);
- Carbon Neutral Government (\$5 million);
- Carbon Neutral Schools (\$3.5 million); and
- Canberra Theatre Centre Upgrades (\$3.109 million).

A triple bottom line assessment of these projects is provided in Appendix A.

A review of the timing of funding associated with a sample of these largest projects is summarised below.

#### 4.2 Allocation of funding to major new capital works for construction

	2012-13 (\$ 000)	2013-14 (\$ 000)	2014-15 (\$ 000)	2015-16 (\$ 000)
Enhancing hospital facilities	23 619	21 540	0	0
ESA Station Upgrade and Relocation – Charnwood Station	7 365	13 854	99	0
Mugga Lane – Land Fill Extension Stage 5	2 000	9 850	8 000	0
Molonglo 2 – Uriarra Road Upgrade	2 000	15 000	0	0
Molonglo 2 – Trunk Sewer and Stormwater Infrastructure from Holdens Creek	3 000	500	0	0
Rectification and Upgrade of Taylor Primary School	5 000	7 930	0	0
Horse Park Drive Extension from Burrumarra Avenue to Mirrabai Drive	3 000	5 500	3 000	0
North Weston Road Intersection Reconstruction – Additional Funding	3 000	7 500	0	0
Gungahlin Enclosed Oval – Construction of Grandstand	2 000	4 500	0	0

Source: ACT Budget



The timing of funding of our sample from the list of some of the largest projects assumes that the bulk of funding will be spent early in the budget horizon. For example, in our sample of projects as summarised in the table above, six out of the nine projects had all their funding allocated by 2014.

A similar pattern can be observed if we look at the allocation of new capital works expenditure for construction by directorates and government agencies. With the exception of Housing ACT, the majority of the funding for construction of new capital works has been allocated before 2015. Almost 88 per cent of total funding for construction projects is allocated before 2015.

However, as we discuss below, there has been a consistent pattern of rollovers and reprofiling caused by various delays in project implementation. The past historical performance in infrastructure projects as documented below suggests that these funding allocation forecasts may be overoptimistic.

### *Sustainability of borrowings*

It is estimated that new borrowings of up to \$790 million will be required over 2012-13 to 2013-14 for the infrastructure works program. This is an increase of \$490 million from the 2011-12 Budget.

The large capital works program is justified because it is essentially public sector investment which is holding up ACT's SFD. A recent analysis of ACT SFD growth components using December quarter data by the ACT Treasury found that public investment recorded the highest annual growth rate for the December quarter at 17.5 per cent followed by private investment at 8.9 per cent. By contrast, public consumption grew by 0.2 per cent and private consumption by 1.3 per cent.

In addition, a large share of new capital works as represented most of the initiatives listed above will go towards transportation infrastructure and healthcare. This is likely to increase the economic growth capacity of the ACT (for instance improvements in the efficiency of the transportation sector will have wider impacts on multifactor productivity in the ACT) and future labour supply (for instance improved health care has economic benefits in terms of less working days lost to illness and increased workplace productivity). There are also potential positive spillover revenue benefits from investments in transport and health insofar as the increases in economic growth facilitated grows the revenue base, and preventative health measures in particular can mean reduced future health costs.

It has been forecast that this \$490 million will be repaid by the end of 2015-16 reflecting only a short term need for additional borrowings. Given these considerations and the relatively short period of repayment, the new borrowings are an appropriate approach to funding new capital works.

### *Decline in cash holdings*

Another trend worth noting is that significant decline in cash holdings in the Territory Banking Account, which are expected to shrink significantly from \$288.66 million in 2012 to \$2.1 million in 2013. By 2015 they will have fallen further to \$1.7 million though they are expected to rise again to more than \$12.5 million by 2016.

Thus, on the one hand, the Budget minimises the amount of debt that has to be taken on with a relatively quick repayment of additional borrowings by the end of the Budget horizon. On the other hand, unencumbered cash holdings are significantly diminished. This could be a potential concern insofar as it is well recognised in the academic literature on finance that unencumbered cash can be an important risk management tool for investment portfolio managers.<sup>9</sup>

The reduction in cash holdings is in effect the result of a reallocation of the bulk of investments towards the Superannuation Provision Account. Although the value of total investments falls over 2012-2013 from \$3.44 billion to \$3.23 billion, they start to rise again from 2013 onwards. Over this period, however, the amount invested in the SPA steadily increases.

Commenting on the soundness of the specific magnitude of reallocation of investments is outside the scope of our inquiry. However, from an economic perspective, insofar as the dip in cash holdings reflects an appropriate reallocation of the investment portfolio to maintain or maximise long term returns (including to service liabilities) this should not be a matter for concern for the Budget's debt repayment strategy. That is, the allocation of the investment portfolio between cash and more long term investments should not be a concern if returns are maintained sufficiently to meet debt servicing requirements.

### *Rollovers*

Project rollovers and reprofiling caused by delays will total \$309.3 million or more than 18 per cent of this value of capital programs over 4 years. This suggests that rollovers due to project delays will remain a problem and the prospect of delays in implementation of new initiatives should be taken into account. Some major projects contributing to rollover and the value rolled over in 2012-13 are summarised below.

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<sup>9</sup> Dai, J. and S. Sundaresan 2009, 'Risk Management Framework for Hedge Funds: Role of Funding and Redemption Options on Leverage', available at [http://mp.ra.ub.uni-muenchen.de/16483/1/MPRA\\_paper\\_16483.pdf](http://mp.ra.ub.uni-muenchen.de/16483/1/MPRA_paper_16483.pdf)

#### 4.3 Project rollovers

<i>Project</i>	<i>Reason for delay</i>	<i>Value rolled over (\$m)</i>
Namadgi P-10 School – Pedestrian Bridge	technical issues with the metal footbridge	3.5
Transport for Canberra – Belconnen to City Transitway Stage 1 (Barry Drive and College Street Sectors)	negotiations with stakeholders regarding delivery finalisation of landscaping works has been awarded	6.1
Gungahlin Drive Extension – Stage 2	finalisation of contractual arrangements with the Commonwealth	6
Constitution Avenue	Addressing community concerns	3.5
Franklin Early Childhood School	unexpected need for the establishment of a panel of consultants	4
COAG Universal Access to Preschools – Stage 1	Site drainage	3.1
Canberra College (Woden Campus) Performing Arts Theatre	resultant works are not expected to be fully invoiced until 2012-13	4.1
Clinical Services Redevelopment – Phase 3	– revisions to the preferred contract form	11
Enhancement of Canberra Hospital Facilities (Design)	a review of clinical requirements resulted in revisions to the staging and decanting plan and procurement processes	19
Staging, Decanting and Continuity of Services	delays in project initiation and finalisation of scoping requirements	12.6
Northside Hospital Specification and Documentation	need to review project scope in line with the appropriated budget	3.5
Tuggeranong Health Centre – Stage 2	unexpected geophysical issues discovered on commencement of early construction works	5
Integrated Cancer Centre – Phase 1	delayed due to the resolution of site selection issues	5.4
Enhanced Community Health Centre – Belconnen	revision of project scope in line with the appropriated budget	7.9
Refurbishment of Existing Health Centre – Tuggeranong	delays in project initiation and finalisation of scoping requirements	4
Provision for Project Definition and Planning	need to review project scope in line with the appropriated budget	3.5
Aboriginal Torres Strait Islander Residential Alcohol & Other Drug Rehabilitation Facility	need to revise the scope of construction works, obtain planning approvals and to review costs estimates	3.2
Upgrade of Early Childhood Facilities	design issues and negotiations with third parties regarding access to the building and associated car parking	2.8
Holder Early Childhood Centre	delays are due to the above average rainfall in early 2012	4.7
Inner North Stormwater Reticulation Network	re-design of the pond due to contaminated and unsuitable material on site contributed to the delay	7
North Weston/Molonglo Stormwater Harvesting Scheme	delays due to above average rainfall in early 2012 and the finalisation of complex environmental clearances	4.8
Gungahlin – The Valley Ponds and Stormwater Harvesting Scheme	planning and regulatory issues associated with the establishment of new dwellings on the site and the need to develop a master plan	3.5
Narrabundah Long Stay Park – Symonston		4.8

(continued next page)

## 4.4 Project rollovers (continued)

<i>Project</i>	<i>Reason for delay</i>	<i>Value rolled over (\$m)</i>
John Gorton Drive Extension to Molonglo 2 and Group Centre	Planning issues	8.9
Horse Park Drive Extension to Moncrieff Group Centre	change of scope to include sewer, water and combined services trench.	14.8
Official Opening 2013 – National Arboretum Canberra	the carryover of funds is required to meet the commitments associated with the construction of the visitors' centre at the National Arboretum	6.5
Government Office Accommodation and Relocation Fitout	finalising the scope of the remaining elements of the accommodation strategy.	4
Gungahlin Wellbeing Precinct – Infrastructure Works	planning and project scope issues	6.2
Lyneham Precinct – Regional Tennis and Sports Centre – Stage 2 – GPO Funded	delays are due to Tennis ACT finalising a commercial partnership opportunity to develop the site	3.7
Where Will We Play <sup>7</sup> Outdoor Facilities Water Reduction Strategies	planning and scoping issues	4.5
North Weston – Road Intersection Reconstruction	above average rainfall in early 2012 and the finalisation of the scope of the project	10.7
Mitchell – Sandford Street Extension to the Federal Highway	finalisation of the Environment Impact Statement	12.5
Expansion of Social Housing	a combination of inclement weather and the delays in the development application process has delayed the project	6.7

Source: ACT Budget.

While some of the reasons for rollover are beyond the control of the ACT Government (such as rainfall) or were unavoidable for other reasons, a clear majority of these rollovers occurred because of scoping issues or planning issues or both.

There are clear implications here for contract design and possible room for improvement in the planning system. Contract scoping considerations could be better resolved before initiation of the project. In addition, if even ACT Government projects are subject to delay due to planning regulations, this suggests that similar delays may be faced by the private sector and there may be significant gains from reforming planning processes to reduce the frequency of such delays.

The table below lists the projects which are proceeding ahead of schedule. The total value of these projects is negligible, comprising only 0.56 per cent of the value of capital programs over 4 years. The Budget papers note that these projects were accelerated because they were ahead of schedule though no further details were provided regarding the reasons why these projects ended up ahead of schedule.

**4.5 Accelerated projects**

<b>Project</b>	<b>Value (\$m)</b>
Lake Ginninderra Foreshore Stage 2 (Emu Inlet)	1
Invasive Environmental Weed Control – Lake Burley Griffin	0.1
Ashley Drive – Stage 1	0.3
North Weston Pond and Bridge	5
Bonner Primary School	0.7
Hazardous Materials Removal Program – Stage 2	0.9
Flynn Regional Community Hub	1.2
Street Theatre Extension	0.3

Source: ACT Budget.

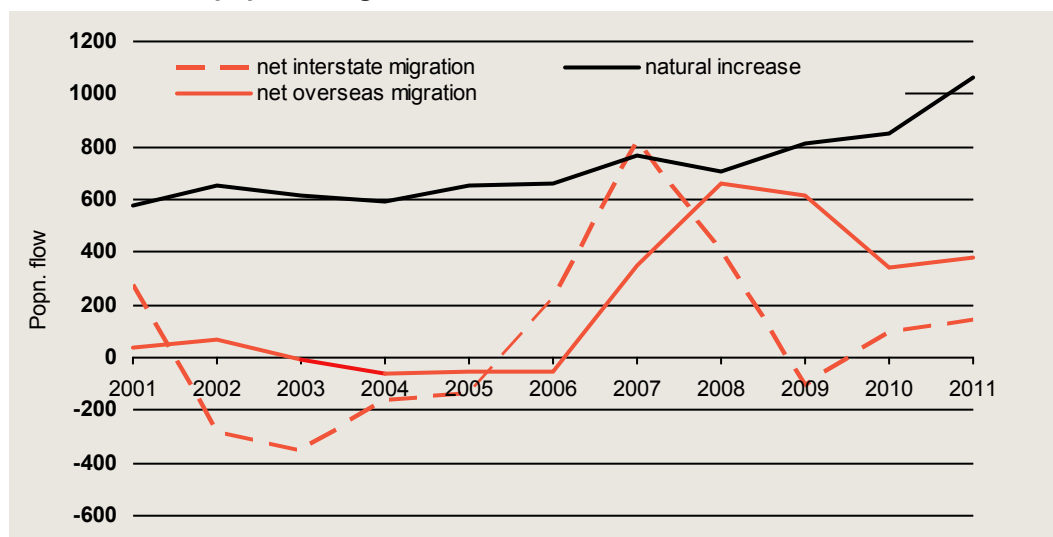
## 5 Demographic considerations

### Recent demographic trends in the ACT

The estimated resident population of the ACT grew at an annual CAGR of 1.82 per cent from 2006 to 2011, which is marginally higher than the 1.79 per cent growth rate in the same period for the national population.

The chart below shows the respective contributions to the ACT population by natural increase, net overseas migration and net interstate migration. Net interstate migration as a contribution to population has been unsteady over time, but reached its peak in 2007 and falling to negative until 2009. While it has made a recovery since 2009 it will not figure as an important future contribution to future population growth. Similarly the contribution of net overseas migration has also fallen since 2008. Natural increase has gained in importance as the main contribution to population growth in the ACT.

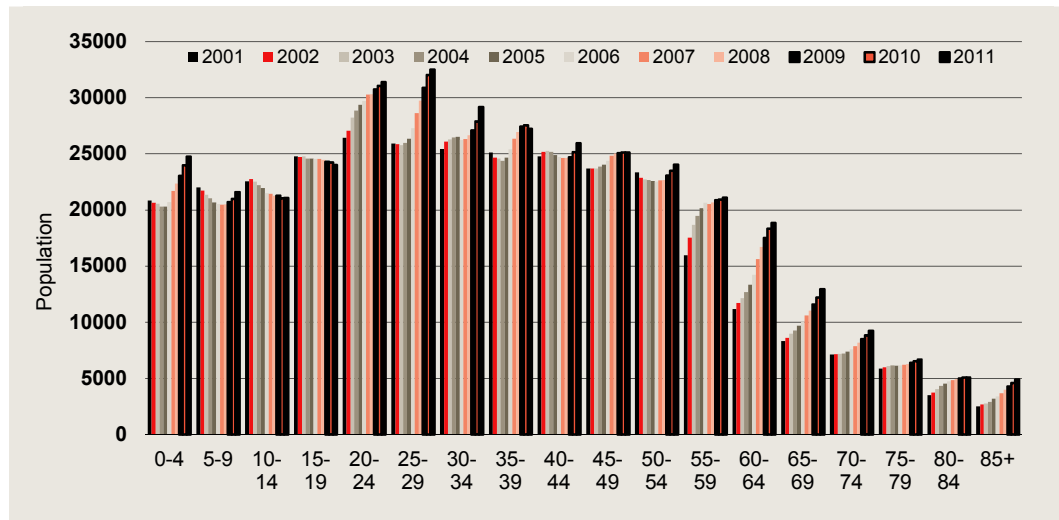
#### 5.1 Sources of population growth in the ACT



Data source: ABS Cat. No. 3101.0 Australian Demographic Statistics.

The chart below provides a breakdown by age groups of the ERP in the ACT since 2001. It shows that the largest increases have been among the older age groups, particularly the 60-64 and 65-69 categories. By contrast, the 5-9 through to 15-19 age groups have steadily fallen over this period.

**5.2 Estimated resident population of the ACT by age group 2001-2011**



Data source: ABS Cat. No. 3222.0 Population projections, Australia.

The chart below sets out ABS (Series B) demographic projections based on current population trends in the ACT of changes in the estimated resident population of the ACT by age group between now and 2056. It shows that there will be a significant ageing of the population in the ACT if current trends continue.

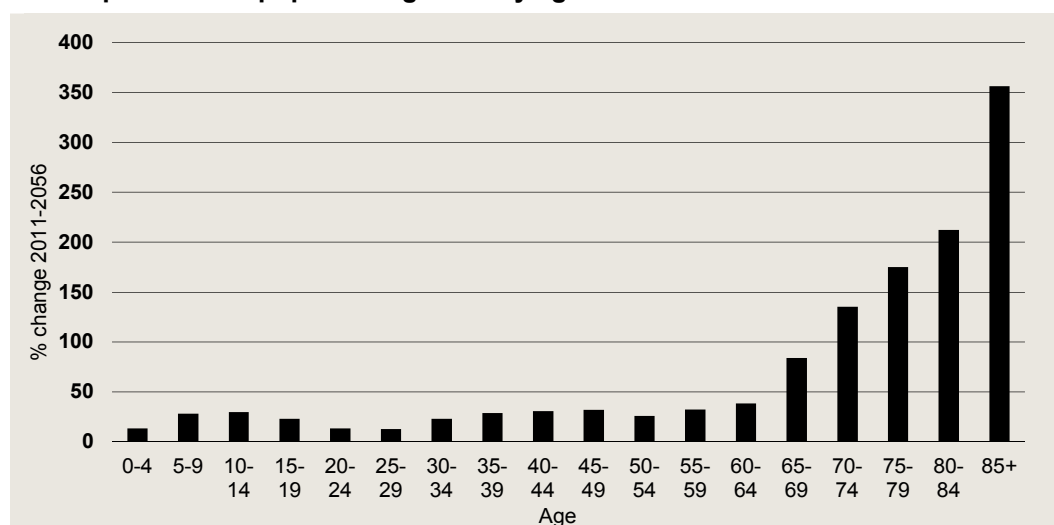
The ACT Chief Minister’s Department has prepared its own series of demographic projections to the year 2056. According to these projections:<sup>10</sup>

- Between 2007 and 2056, the number of ACT children (persons aged 14 years of age and under) is projected to increase by approximately 42 per cent.
- The younger working age population of persons aged 18-34 years is projected to increase by approximately 33 per cent.
- The older working age population (persons aged 35-64 years) is projected to increase by approximately 43 per cent
- The population of persons aged 65-84 years is projected to increase by 170 per cent.
- The population of persons 85 years and over is projected to increase by 509 per cent.

This means that the percentage of the ACT population aged 65 years and over is expected to rise from approximately 10 per cent in 2007 to 20 per cent in 2056.

<sup>10</sup> ACT Chief Minister’s Department 2010, *Population ageing in the ACT*.

### 5.3 Expected ACT population growth by age between 2011-2056



Data source: ABS Cat. No. 3222.0 Population projections, Australia

The ageing of the population is of course not a trend that is restricted to the ACT. However, the ACT along with the Northern Territory, Queensland and WA have experienced the largest increase in the numbers of persons aged 65 years and over between 1991 and 2011.<sup>11</sup> In another respect, though, the ACT is better placed to deal with its population ageing because its median age is younger than that of the national median age.<sup>12</sup>

### *Implications for superannuation*

Approximately half of all current full time ACT employees are members of defined benefit superannuation schemes and managing the liability for these employees is a key financial objective of the ACT. The number of contributing members of these defined benefit schemes at June 2011 was 10 882. This liability at the end of June 2012 was approximately \$4.8 billion.

Funding of these liabilities increased from 46 per cent in June 2011 to 49 per cent this financial year and to 50 per cent by 2016. The Superannuation Provision Account (SPA) was established in 1991 with the aim of accumulating financial assets to fund the ACT Government's CSS and PSS defined benefit employer superannuation liabilities.

The value of these liabilities was most recently reviewed in the triennial actuarial review using salary and membership data as at 30 June 2011. On the basis of this review the projected liability was raised by \$248 million as at 30 June 2012, rising to \$380 million by 2015-16 compared with the 2011-12

<sup>11</sup> ABS 101.0 - Australian Demographic Statistics, Jun 2011, Feature article.

<sup>12</sup> ACT Chief Minister's Department 2010, *Population ageing in the ACT*



Budget estimates. The projected liability increase was attributed to increased pension election and improvements in pensioner morality.

It is not within the scope of this report to review the findings of the actuarial review. However the review appears to have taken into account all relevant matters in its forecasts of the new liability increases. We note that, as our demographic analysis of the ACT population shows, the ageing of the population will increase markedly in coming years and this should be taken into account future actuarial reviews of these liabilities.

According to the ACT Public Service Workforce profile for 2010-11, the average age of the workforce is 43.4 years. More than 9000 public service employees fall under the category of baby boomers and pre-baby boomers (born 1964 and earlier). While the Commonwealth Government plans to raise the retirement age to 67 from 65 by 2023, this will only have a marginal impact on superannuation liabilities as the rise in retirement age will be phased in over a long period of time. Moreover according to the most recent ABS survey of intention to retire, the average age at which persons aged 45 or over intend to retire in the ACT is 61.1 years which is the second lowest age of intention to retire after Tasmania.<sup>13</sup>

It is also worth noting the changes in the value and timing of the 'peak' liabilities. In this Budget it is estimated that the liability will peak in 2033 at \$8.4 billion. At the last triennial actuarial review, this peak was estimated to occur at \$8.6 billion but in 2037. Hence while the value of peak liabilities since the last triennial review has been revised downwards, its occurrence has already been brought forward by four years.

### *Implications for the health workforce*

The ACT, like the rest of Australia, faces long term supply constraints in its health workforce. This is partly an issue of demographics. The demographic trends towards the ageing of the population are not confined to the general population but also extend to the health workforce. At the same time, the ageing of the population also means an increased demand for health services and spending. According to the ACT Chief Minister's own projections from population ageing, real ACT health expenditure is projected to grow by an average of 4 per cent per annum over the next 40 years.

Not only does the ageing of the general population mean increased demand for health services in future but it also implies that the health workforce that would be meeting this higher future demand is also ageing. Therefore there is a need to increase retention rates and recruitment of the health workforce in the ACT. This is recognised by the ACT Health Directorate which is working on an update to

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<sup>13</sup> ABS 6238.0 - Retirement and Retirement Intentions, Australia, July 2010 to June 2011.

its Health Workforce Plan 2005-2010. It is currently conducting an inquiry looking at issues such as:

- percentage of the health workforce expected to retire in the next 10 years;
- issues around attracting students to health professions in the ACT; and
- issues around attraction and retention of health care workers in the ACT.

As one example of the future labour supply constraints in the ACT health workforce, consider the nursing and midwifery workforce which comprises 42 per cent of the ACT Health sector workforce.<sup>14</sup> The average age of this workforce is 43.7 years which is also in line with the average age of the ACT public sector workforce. The proportion of nurses aged 50 years or over increased from 29.7 per cent to 34.9 per cent in Australia between 2004 and 2008.

It is estimated that more than a third of the workforce will retire at least within the next 15 years while the long term separation rate for nurses and midwives employed by ACT health over 2010-11 is 11 per cent. By directorate, the separation rate for the Health Directorate in 2010-11 was 7.8 per cent which is slightly above the average separation rate of 6.8 per cent.

These trends demonstrate the importance of ensuring that future workforce supply constraints are addressed. In our view, the implementation of the health initiatives funded in the Budget will be unlikely to be held back because of labour market constraints, though this remains an emerging issue for the future which needs to be addressed.

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<sup>14</sup> This and other data on nursing in the ACT is sourced from ACT Australian Nursing Federation submission to the ACT Health Workforce Plan.

## 6 *Environmental and social considerations*

### *Environmental sustainability*

The ACT Government is committed to a 40 per cent reduction on 1990 greenhouse gas emission (GHG) levels by 2020 and a goal of zero net GHG for the ACT by the year 2060. The most significant initiative in the Budget which aims to facilitate the meeting of this objective is the \$5 million loan facility for government agencies to assist them to reduce their carbon emissions and in so doing offset the cost impacts of the impending carbon tax.

On the other hand, the Environment Directorate faces spending cuts a total of almost \$7.9 million over the Budget horizon. One question that may arise is whether the spending cuts in 'low priority' areas including selected Environment Directorate programs may negate the carbon reducing impacts of activities funded by the \$5 million loan facility.

In our view, provided that the loan facility results in agency initiatives that are as effective, if not more effective at reducing carbon emissions than the carbon reduction measures subject to funding cuts, then these cuts are unlikely to destabilise the achievement of carbon reduction targets.

If anything the combined 'carrot' incentives of access to the loan facility and the 'stick' incentives of carbon pricing (resulting in higher costs associated with carbon emissions) could potentially result in the ACT Government achieving more cost effective reductions in carbon emissions than would have been achieved if funding for the 'low priority' programs was maintained. In addition, the fact that these reductions would be achieved by loans rather than direct funding would further increase the cost effectiveness of the measures adopted. Finally, there are new measures which will have some effects which match the effects of programs which have had their funding reduced. In particular, new energy efficiency requirements for electricity retailers will take up some of the slack in funding reductions for the ACTSmart program to promote energy efficiency measures in low income households.

There is also the potential for the savings measures announced to also reinforce the carbon reduction measures. In particular, measures to reduce travel expenditure by agencies, extend the life of ICT equipment (providing this does not lead to maintaining the use of less environmentally friendly equipment),

reductions in printing costs and the envisaged additional agency savings to be achieved through productivity improvements identified by a Better Service – Better Practice Advisory Group could lead to the discovery of a ‘double dividend’ of financial resource and carbon emission savings.

The Budget has announced measures which continue the accelerated land release program which will result in more housing in greenfields areas. This has the potential to bring great economic benefits particularly in increasing the affordability of housing. We do not anticipate that these measures would destabilise the movement towards reduced carbon emissions as long as the new housing developments are rolled out with appropriate public transport measures.

### *Cost of living statement*

We have assessed the Budget’s cost of living statement. The Budget’s approach was as follows:

- The household modelled comprises 2 adults and 2 children with a 1.5 times adult income, a home mortgage, two vehicles and one school age child. Household income is assumed to rise by the WPI.
- Assumptions are made regarding their consumption of electricity, natural gas and water. Assumptions regarding average annual consumption of electricity, natural gas and water and prices per unit for each of these services are sourced from the most recent regulator reports.
- The impacts of changes to general rates, the fire and emergency services levy, utility fees and motor vehicle fees and public transport costs is modelled taking into account the various tax reform measures implemented as well as increases in concessions.

The cost of living statement is the first introduced for the ACT Budget. It is also one of the earliest in attempting to quantify the impact of the national carbon price. The approach of drawing on the most recent utility regulation reports for data on household consumption of various utility services is an acceptable one.

We would have some reservations if the household being modelled were taken as somehow being the representative ACT household. Ideally we would consider disposable household income after taxes. We would also look at median household income rather than simply taking average weekly earnings and assuming that each household has one earner on full time average earnings and one earner on average part time earnings.

The actual median household income after taxes (i.e. disposable income) would be preferable to average income for depicting the impact on the representative household mainly because the distribution of household income will not be symmetrical and because not all the population will be employed and earning an income. Using this alternative measure would lead to lower household

income and also lower annual income increases though these would still exceed the increases estimated on taxes and fees.

We note, however, that the Budget has been cautious in noting the purpose of its household comparisons. It notes that 'The Government recognises that increases in charges and fees can have a disproportionate impact on some households and individuals, including the unemployed, students, pensioners, and low income families.'

It has separately set out a table estimating concessions that may be available to eligible households to offset the increases in taxes and other charges. Of course not all of these concessions will be eligible for the household with two earners that the Cost of Living Statement uses as an example.

We recommend that future Cost of Living Statements could consider more integrated worked examples using the median household income (including only all the concessions that such households would be eligible for) as well a separate worked example for a representative lower income household that qualifies for the concessions it features.

## *Appendix A: Triple bottom line analysis of key budget initiatives*

The triple bottom line analysis of various initiatives presented below is based only on our assessment of their possible impacts given the stated and implied objectives of these initiatives, assuming these objectives are achieved. Note that our consideration of capital works initiatives is restricted to the most significant (in terms of value of funding) initiatives and excludes capital upgrades, ICT and plant and equipment investment.

Budget Measure	Financial and economic impact	Environmental impact	Social impact
<b>Expenditure initiatives (non capital works)</b>			
Increased Resourcing for Performance Audits	\$1 m in spending. Enhanced public sector efficiency.		Enhances public sector accountability.
Medicare Change of Address Campaign	\$260,000 in spending. May expand Cth funding revenues as it contributes to recorded increase in ACT popn.		
ACT Ombudsman – Supplementation	\$180,000 in spending.		Bridging funding for Ombudsman will maintain accountability of government
ACT Ombudsman – Integrity Package	\$400,000 in spending. Can promote more effective public service and govt.		Will enhance govt integrity, probity and external accountability.
Asbestos Regulation and Coordination	\$142,000 in spending. Potential savings in future health costs and reduced lost work days from poor health.	Enhances ability to 'clean up' the environment from asbestos contamination	Enhances occupational and residential health and safety
Support to the Vietnam Veterans and Veterans' Federation ACT Inc.	\$210,000 in spending.		Enhances well-being and access to services of veterans
Increased Critical Care Capacity	\$10.5 million in spending. Increased lives saved contributing to increased output .		Increases access for paediatric patients requiring higher level care
Growth in Demand for Acute Services	\$31.6 m in spending. Increased lives saved contributing to increased output.		Enhance access to inpatient services care
Growth in Demand for Surgical Services	\$12.6m in spending. Increased lives saved contributing to increased output and less working days lost to sickness.		Enhances access to surgical services
Growth in Cancer Services	\$4.2 m in spending. May reduce future healthcare costs by increasing treatment of cancer at earlier stages.		Enhances access to services for people with cancer
Mental Health Growth	\$4.2 m in spending. May enhance workforce productivity by improved psychological outcomes. Also more output because of less working days lost to illness.		Enhances access to post-traumatic stress prevention programs for newly arrived migrants and refugees. May improve socioeconomic outcomes for refugees and lead to reduced social inequality
Chronic Disease Management	\$4.2 m in spending. May reduce future healthcare costs by enhancing frequency of preventative health measures. Increased output by less working days lost to illness.		Enhanced community access to preventative medicine
Expansion of Neonatal Intensive Care Services	\$12m in spending. May reduce future healthcare costs by better prenatal treatment leading to fewer complications at birth and emerging problems.		Enhances access to neonatal intensive care services
Gungahlin Health Centre	\$6.6m in spending. May increase output by reducing working days lost to illness.		Enhances access to health services for Gungahlin residents
Update to Growth Envelope	\$7.76m in spending. May increase output by reducing working days lost to illness.		Enhances funding for health services
Enhance Emergency Department Services	\$12.6 m in spending. May reduce future healthcare costs by providing for more prompt response to medical emergencies thus reducing severity of medical conditions. Increased output by increasing lives saved.		Enhances public access to emergency services

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact	Environmental impact	Social impact
Higher Costs for ACT Blood Supply Plan	\$1.8 m in spending. May increase labour supply and productivity by increasing manageability of certain medical conditions.		Enhances access to blood products for individuals with chronic medical conditions
Additional Air Quality Performance Station	\$689,000 in spending. May reduce future healthcare costs by providing for more healthy lived environment.	Increased air quality standards	Increases quality of life
Enhanced Counselling and Volunteer Services	\$150,000 in spending. May reduce future healthcare costs by reducing rate of psychological illness and reduce working days lost to psychological illness.		Enhanced access to counselling particularly on gender issues
Healthy Weight Action Plan	\$300,000 in spending. May reduce future healthcare costs by reducing rate of obesity based illnesses. Reduce working days lost to poor health.		Enhanced access to preventative health measures
Improved Municipal Services	\$7.7 m in spending. Enhanced economic growth from increased attractiveness of ACT to tourists.		Maintenance of urban spaces to facilitate events throughout the celebration of the Centenary of Canberra. Enhanced social cohesion and quality of life.
Service Demands on Canberra Connect	\$2.3 m in spending. Enhanced efficiency of public service		improve quality of customer inquiries for government services
ACTION Operations	\$21.5 m in sending. Increased workforce productivity from reduced time lost through congestion. Improved efficiency of transport leading to increased economic growth.	Reduced carbon emissions and congestion	Enhanced affordability of public transport.
Transport for Canberra – Nightrider Services	\$300,000 in spending. May increase economic growth by increasing attractiveness of Canberra to tourists.	Reduced carbon emissions and congestion	Increased access to bus services over holiday period. Increased social cohesion.
Transport for Canberra – Communication Service for Real Time Passenger Information System	\$1.7m in spending. Increased efficiency of bus services through better mobilisation. Reduced congestion and improved efficiencies.	Reduced carbon emissions and congestion	Enhanced access of public to convenient public transport,
Transport for Canberra – MyWay Services	\$1.5 m in spending.. Increased workforce productivity from reduced time lost through congestion. Improved efficiency of transport	Reduced carbon emissions and congestion	Enhanced access of public to convenient public transport,
Lighting Network Costs	\$1.3m in spending. Potentially reduced expenditure on justice system due to reduced crime.		Enhanced public safety.
New Kerbside Waste Collection Contract	\$500,000 in spending. More efficient collection of waste and recycling.	Better management of physical environment. Reduced physical waste	Cleaner public amenities, better public spaces
Deliver on Biodiversity Offset Commitments	\$270,000 in spending.	Better management of physical environment	
Vertebrate Pest Management	\$327,000 in spending.	Enhanced biodiversity and conservation objectives	
Clean Up of Storm Damage in Waterways and Surrounds	\$750,000 in spending.	Better management of physical environment. Reduced physical waste	
Increased Support for RSPCA Services	\$165,000 in spending.	Reduced incidence of feral cats and dogs	Enhancement of animal welfare objectives
City Centre Recycling	\$150,000 in spending.	Increased recycling and reduced waste	

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact	Environmental impact	Social impact
Approach to Market for Pay Parking Ticket Machines	\$300,000 in spending. Increased efficiency in paying for parking services.		
Continuing Support for National ICT Australia (NICTA)	\$10m in spending. Increased productivity from enhanced IT use. Potential for increased economic growth from emerging new IT innovations.	Reduced carbon emissions from advances in IT	Increased employment opportunities for ACT residents
Development of an ACT Brand	\$2.6m in spending. Increased growth from increased tourism to the ACT.		Increased employment opportunities for ACT residents
Implementation of Growth, Diversification and Jobs: A Business Development Strategy for the ACT	\$5m in spending. Increased growth from higher investment and growth of businesses in ACT.		Increased employment opportunities for ACT residents
Affordable Housing Action Plan – Phase III	\$600,000 in spending. Increased disposal incomes for ACT residents from reduced housing costs.		Increased affordability of housing especially for lower socioeconomic groups
Performance Agreement for the Canberra Capitals Basketball Team	\$750,000 in spending.		Increased awareness of ACT sporting achievements
Supporting Inclusive Sport and the Active 2020 Strategy in the ACT	\$272,000 in spending. Growth opportunities from development of sports and recreation industry.		Reduced homophobia, harassment and bullying in the sport and recreation industry. Increased social cohesion.
Small Club Site Redevelopment Support Scheme	\$150,000 in spending. Increased growth in tourism and retail spending from growth of clubs sector.		Increased employment opportunities for ACT residents
Centenary of Canberra – Cricket Matches at Manuka Oval	\$771,000 in spending. Increased growth from increased tourism to the ACT.		Increased employment opportunities for ACT residents. Increased sporting events
Canberra Convention Bureau – Development of G20 'Build-Up' Events	\$20,000 in spending. Increased growth from increased tourism to the ACT.		Increased employment opportunities for ACT residents
Canberra Convention Bureau – Business Development Manager	\$70,000 in spending. Increased growth from increased 'business tourism' to the ACT.		Increased employment opportunities for ACT residents
Continuing Support for the Canberra Business Development Fund (CBDF)	\$500,000 in spending. Increased economic growth from development of new industries.	Increased probability of 'green innovations' that reduce carbon emissions.	Increased employment opportunities for ACT residents
Participation in Sport and Recreation Campaign	\$80,000 in spending Growth opportunities from development of sports and recreation industry. Savings in healthcare costs from increased population health.		Increased social cohesion and population health.
Increasing Volunteers in Sport and Recreation	\$80,000 in spending Growth opportunities from development of sports and recreation industry. Savings in healthcare costs from increased population health.		Increased social cohesion and population health.
Support for the Canberra Convention Bureau to Attract Sporting Tournaments and Events to Canberra	\$20,000 in spending. Increased growth from increased tourism to the ACT.		Increased community sporting events
Listening to Small Business	\$30,000 in spending. Increased economic growth from development of new industries and businesses.		Increased employment opportunities for ACT residents
Redevelopment of the Business Development Portal	\$50,000 in spending. Increased investment in ACT from better information provided to businesses outside.		Increased employment opportunities for ACT residents
Indigenous Business Development	\$150,000 in spending. Increased economic growth from development of new businesses.		Increased employment opportunities for ACT residents of Aboriginal descent.

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact		Environmental impact		Social impact	
On-Line Skilled Migration Processing System	\$260,000 in spending. Increased labour supply and taxpayer base.	●		●	Increased employment opportunities for ACT residents arising from economic growth promoted by migration	●
Street Law Outreach Legal Service for the Homeless	\$900,000 in spending.	●		●	Increased access to legal services for the homeless	●
Relocation of the Women's Legal Centre	\$666,000 in spending.	●		●	Increased access to legal services for women.	●
Campaign Finance Reform	\$2.6m in spending.	●		●	Increased participation in and awareness of the democratic process	●
R18+ Video Game Inspections	\$526,000 in spending. Increased economic opportunities for gaming industry through new classification	●		●	Increased employment opportunities for ACT residents. Better regulatory system for gaming that takes account of social mores	●
Road Transport Authority System (Rego.act) Stability and Enhancement	\$994,000 in spending. Increased efficiency of the transport sector	●		●	Neutral	●
Corrective Services Supporting Operational Capacity	\$2.9 m in spending.	●		●	Improvement of support for correctional facilities.	●
Extending Throughcare for Offenders to the Community	\$1.1m in spending. Increased labour force participation and reduced welfare payments for ex-offenders.	●		●	Improved integration of ex-offenders into the broader community.	●
Electronic Document System for the Sentence Administration Board	\$50,000 in spending.	●	Reduced paper consumption	●	Neutral	●
Improving Access to Justice – Addressing Supreme Court Backlog	\$503,000 in spending. More efficient court system.	●		●	Improved processing of court cases increasing access to justice	●
ACT Ambulance Service – Sustainable Frontline Resourcing Stage 2	\$9m in spending. Reduced future healthcare costs by quicker response to medical emergencies.	●		●	Improved access to health emergency responses	●
ESA – Maintaining Operational Capability	\$3.7m in spending. Reduced future healthcare costs by quicker response to medical emergencies.	●		●	Improved access to health emergency responses	●
Maintaining Service Delivery for Development Assessment	\$3m in spending. Increased economic growth through faster approval of developments.	●		●	Increased affordability of housing.	●
Corroboree Frog Captive Breeding Program	\$101,000 in spending.	●	Improved conservation	●		●
Contribution to National Energy Bodies	\$735,000 in spending. Increased economic growth through increased integration of national energy market.	●	Potential for reduced carbon emissions through greater opportunities for use of green energy sources as energy market is integrated	●		●
Implementation of COAG Reform – National Energy Customer Framework	\$80,000 in spending. Increased economic growth through increased integration of national energy market.	●	Potential for reduced carbon emissions through greater opportunities for use of green energy sources as energy market is integrated	●		●
Kangaroo Population Monitoring and Research	\$243,000 in spending.	●	Improved conservation	●		●
Energy Efficiency Scheme Administration	\$800,000 in spending. Future savings in carbon taxes.	●	Reduced carbon emissions.	●		●
Grant for the Planning Institute of Australia	\$20,000 in spending.	●	Improved environmental consciousness	●	Improved understanding of planning system	●

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact	Environmental impact	Social impact
Grant for the Heart Foundation – Active Living in the ACT	\$485,000 in spending. May reduce future healthcare costs by reducing rate of illnesses and enhance workforce supply and productivity by reducing sick days.	●	● Improved population health
Utilities Reform for Effective Regulation	\$135,000 in spending. Increased economic growth from more efficient regulation of utilities.	●	●
Out of Home Care Costs	\$15.36m in spending. Reduced future welfare spending and criminal justice system costs.	●	● Better rehabilitation of troubled children and youth into the broader community.
Additional Positions for Care and Protection Services	\$5.3 m in spending. Reduced future welfare spending and criminal justice system costs.	●	● Reduced social disadvantage suffered by children from troubled homes.
Strengthening Care and Protection Services	\$550,000 in spending. Reduced future welfare spending and criminal justice system costs.	●	● Reduced social disadvantage suffered by children from troubled homes.
Therapy Assistants Program	\$1.04m in spending. Reduced future welfare spending and criminal justice system costs.	●	● Reduced social disadvantage suffered by children from troubled homes.
Blueprint for Youth Justice	\$5.49m in spending. Reduced future welfare spending and criminal justice system costs.	●	● Better rehabilitation of troubled children and youth into the broader community.
Early Childhood Education and Care National Quality Framework Reforms	\$1.6m in spending. Increased future labour supply and productivity through faster return to workforce of working mothers and higher quality of human capital.	●	● Better access to quality childcare
Assisting People on Low Incomes	\$740,000 in spending.	●	● Provides more support to members of the community experiencing financial hardship
Community Visitors Scheme	\$495,000 in spending.	●	● Improved disability services
Early Childhood Playgroup Program	\$93,000 in spending. May increase future labour supply and productivity by providing better headstart for children.	●	● provide integrated, collaborative support to children
Community Helping Aboriginal Australians to Negotiate Choices Leading to Employment and Success (CHANCES)	\$180,000 in spending. Increased labour force participation of Aboriginal Australians	●	● Increased socioeconomic equity. Increased employment opportunities for Aboriginal Australians
Aboriginal and Torres Strait Islander Support and Capacity Building Program	\$100,000 in spending. Increased labour force participation of Aboriginal Australians	●	● Increased socioeconomic equity. Increased employment opportunities for Aboriginal Australians
Attraction and Retention Initiative	\$830,000 in spending. Reduced welfare spending and spending on criminal justice from better care and protection service as retention of staff increases.	●	● Reduced social disadvantage suffered by children from troubled homes as social work capacity builds up
Implementation of Equal Remuneration Case Outcomes and Related ACT Community Sector Reforms	\$1.39m in spending.	●	● Increased socioeconomic equity
Life Support Rebate	\$222,000 in spending.	●	● Increased financial support for low income earners with medical conditions.
Operational Costs – Bonner Primary School	\$5.89m in spending. Increased future labour force supply and productivity through better educational outcomes.	●	● Better quality of primary education.

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact	Environmental impact	Social impact
Operational Costs – Franklin Early Childhood School	\$5.9m in spending. Increased future labour force supply and productivity through better educational outcomes.	●	● Better access to quality childcare
Special Needs Transport	\$1.54m in spending. Increased future labour force supply and productivity through better educational outcomes for the disabled.	●	● Better access to education for the disabled.
Excellence and Enterprise – Advancing Public Schools of Distinction	\$125,000 in spending. Increased future labour force supply and productivity through better educational outcomes.	●	● Increased support for innovative educational approaches
School Infrastructure	\$500,000 in spending. Increased future labour force supply and productivity through better educational outcomes.	●	● Completion of works at primary school.
ACT Scaling Test	\$400,000 in spending. Increased future labour force supply and productivity through better educational outcomes.	●	● Better high school educational outcomes
Non-Government Schools – Students with Disabilities	\$2 million in spending. Increased future labour force supply and productivity through better educational outcomes for the disabled.	●	● Better access to education for the disabled.
Support for CIT Year 12 Program and Students with Disabilities	\$3.2 million in spending. Increased future labour force supply and productivity through better educational outcomes.	●	● Better access to education for students with complex needs.
Lanyon Heritage Precinct Community Activities	\$230,000 in spending	●	● Increased social cohesion and awareness of heritage issues
Expensive Cases Fund	\$200,000 in spending. Increased efficiency of court system	●	● Better criminal justice outcomes
Improving Access to Justice – Addressing Supreme Court Backlog	\$33,000 in spending. Increased efficiency of court system	●	● Better access to legal aid services
<b>Savings initiatives</b>			
Improving the efficiency of back office functions and streamlining spending on travel, accommodation, fleet, printing, stationery, advertising and marketing.	\$37.3 million savings.	●	● Reduced carbon emissions and waste. Possible reductions in workforce morale.
Voluntary redundancies totalling 180 FTE positions	\$59.9 million savings.	●	● Possible reductions in workforce morale.
Extending the operating life of ICT Equipment	\$4.8 million savings.	●	● Reduced carbon emissions and waste.
Formation of a Better Service – Better Practice Advisory Group to find additional efficiency dividends	\$45.9 million. Increased public sector efficiency.	●	● Reduced carbon emissions and waste.
Ceasing Initiatives	\$18.6 million.	●	● Possible reductions in workforce morale.
<b>Tax reform initiatives</b>			
Abolish Duty on General Insurance	\$100 million loss of revenue. Less 'leakage' of economic growth from tax collection.	●	● Increased affordability of insurance
Abolish Duty on Life Insurance	\$4.67 million loss of revenue. Less 'leakage' of economic growth from tax collection.	●	● Increased affordability of insurance
Phase Out Duty on Conveyances	\$58.79 million loss of revenue. Less 'leakage' of economic growth from tax collection.	●	● Increased housing affordability

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact	Environmental impact	Social impact
Extend Payroll Tax Threshold	\$30.1m loss of revenue. Reduced business costs.	●	● Increased employment opportunities.
Abolish Commercial Land Tax	\$231 million loss of revenue. Reduced business costs.	●	● Increased employment opportunities.
Adjust Utilities Network Facilities Tax Rate	\$13.64m additional revenue.	●	●
Increase General Rates	\$411.5m additional revenue	●	●
<b>Compensation measures</b>			
The general rates rebate is being increased from \$481 in 2011-12 to \$565 in 2012-13.	Reduction in rates revenues.	●	● Moderates impacts of rate rises elsewhere for target group
The rate deferral option is being extended to non pensioners over the age of 65 year	Reduction in rates revenues.	●	● Moderates impacts of rate rises elsewhere for target group
expansion of income and property value eligibility for the Home Buyer Concession Scheme	Increased in concession payments.	●	● Moderates impacts of rate rises elsewhere for target group
expansion of the Pensioner Duty Concession Scheme	Increased in concession payments.	●	● Moderates impacts of rate rises elsewhere for target group
<b>Capital works initiatives (excluding upgrades, ICT and plant and equipment)</b>			
Enhancing Hospital Facilities	\$43.6 million in spending. Increased future workforce supply and productivity from better population health outcomes.	●	● Increased quality of healthcare
ESA Station Upgrade and Relocation – Charnwood Station	\$21.38 million in spending. Increased economic growth in future from more efficient transportation leading to increases in productivity.	●	● Increased access to public transport
Mugga Lane – Landfill Extension – Stage 5	\$19.85 million in spending.	●	● Better waste management Better quality of life from improved environmental values
Molonglo 2 – Uriarra Road Upgrade	\$17m in spending. Increased economic growth in future from more efficient transportation leading to increases in productivity.	●	● Increased connectivity to rural areas and increased road safety
Molonglo 2 – Sewer and Stormwater infrastructure	\$15.9 million in spending.	●	● Better waste and stormwater management
Rectification and Upgrade of Taylor Primary School	\$12.93 million in spending. Increased future labour supply and productivity from better educational outcomes.	●	● Increased access to quality public education
Horse Park Drive Extension from Burrumarra Avenue to Mirrabei Drive	\$11.5 million in spending. Increased economic growth in future from more efficient transportation leading to increases in productivity.	●	● Increased quality of life through improved traffic flows
North Weston – Road Intersection Reconstruction	\$10.5 million in spending. Increased economic growth in future from more efficient transportation leading to increases in productivity.	●	● Increased quality of life through improved traffic flows
Gungahlin Enclosed Oval Grandstand Construction	\$6.5 million in spending.	●	● Increased social cohesion and population health through participation in sporting activity

Positive	●	No discernible impact	●	Negative	●
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Budget Measure	Financial and economic impact	Environmental impact	Social impact
Manuka Oval Lighting Upgrade	\$5.3 million in spending.		Increased social cohesion and population health through participation in sporting activity
Expansion of Social Housing	\$5 million in spending.		More affordable housing for low income groups
Carbon Neutral Government	\$5 million in spending.	Reduced carbon emissions	
Carbon Neutral Schools	\$5 million in spending.	Reduced carbon emissions and increased environmental awareness	
Canberra Theatre Centre Upgrades	\$3.1 million in spending.		Increased social cohesion and participation in arts and culture

Positive	●	No discernible impact	●	Negative	●
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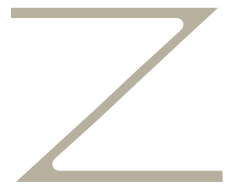








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## *The economics of budget surplus versus deficit*



*Prepared for*

*Select Committee on Estimates 2012-2013*

*ACT Legislative Assembly*



*Centre for International Economics  
Canberra & Sydney*

*July 2012*



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### *Key points*

- There are a number of complex trade-offs involved in deciding whether or when to run a budget deficit and how quickly to return a budget to surplus.
- While the question of whether the opportunity cost of funds is higher than the value of the new investment funded by government borrowing is an important one, it is not the sole consideration. Other considerations include making adequate provision for risk management and ensuring that there is the capacity to quickly move the budget into balance when required to fit conditions of the economic cycle (i.e. whether the economy is still in a downswing or is on an upswing).
- The current ACT budget is structured to enable new borrowings to be repaid within a relatively short period of time and thus demonstrates a preference for a quick return to surplus.
- At the same time, a key focus for the ACT is to ensure that spending programs take into account the role of additional spending, particularly capital spending, in boosting the flagging state of demand in the ACT economy.
- Holdings of unencumbered cash are being run down significantly to ensure that the new borrowings to fund these spending programs can be repaid quickly, consistent with the preference for a swift return to surplus. While this may come at the expense of some degree of risk management and potential flexibility that could come from having a larger unencumbered cash, it is a decision that reflects the trade-offs required to ensure that a surplus can be achieved at an appropriate stage of the economic cycle and to reduce overall borrowing costs.

### *The budget demonstrates a preference for achieving a surplus rather than running a deficit*

The budget will require new borrowings of up to \$790 million over 2012-13 to 2013-14, which is an increase in new borrowings of \$490 million from the previous budget. However, the budget is structured to enable this additional \$490 million to be repaid by the end of 2015-16. Thus the new borrowings (and the additional interest repayments associated with these new borrowings) will only be incurred for a relatively short period of time.

### *Surplus versus deficit: What's the difference?*

The underpinnings of macroeconomics are that the budget balance should be countercyclical – working against the cyclical tendencies of the economy by stimulating the economy during periods of falling demand while ensuring that it does not, through the government's call on funds or use of resources, contribute to

inflationary pressures when the economy is returning towards a phase of nearly full employment of labour and capital.

This means that there are a number of tradeoffs and considerations which should be taken into account when deciding whether or when to run a budget deficit and how quickly to return a budget to surplus. These are summarised in the table below.

### 1 Trade-offs to consider when deciding on the government budget balance

<i>Surplus-based considerations</i>	<i>Deficit-based considerations</i>
Returning to surplus or balance quickly can reduce interest costs associated with additional borrowings because funds are borrowed for a shorter period of time.	As budgets should be countercyclical, deficit phase should be sustained as long as necessary to ensure government spending can boost private demand as long as needed.
As budgets should be countercyclical, need to have sufficient flexibility to bring balance back to surplus just in time for re-emerging private demand to rise to minimise inflationary pressures. The larger the deficit at any point in time, the more difficult it will be to bring the budget back to balance in time.	If value of investments funded by new borrowings exceeds the opportunity cost of funds, they should proceed.
Need to ensure that surplus or return to balance through faster repayment of borrowings is not achieved at the expense of reduced risk management and flexibility for instance by significantly depleting unencumbered cash reserves.	While theoretically, deficit spending is necessary to boost flagging demand during periods of economy wide contraction, there is frequently a 'lag' in impact of fiscal stimulus and therefore a need to ensure the stimulus is timed appropriately so as not to spill over into a period of recovery when it may contribute to inflationary pressures

Source: The CIE

### *The case of the ACT Budget for 2012-13*

Borrowings which are ultimately used to finance assets that increase the productivity capacity of the ACT economy would be appropriate if the capital works and expenditure program set out in the Budget enables any borrowings to be used to increase the long run productive capacity of the ACT economy.

Borrowings are justifiable if these investments over the long run result in an increased revenue base because of higher ACT economic growth. In effect, under such conditions the value of the investment can be said to exceed the opportunity cost of those funds.

A key focus for the ACT is to ensure that spending programs take into account the role of additional spending, particularly capital spending, in boosting the flagging state of demand in the ACT economy that is being manifested in, among other things, a softening ACT building sector.

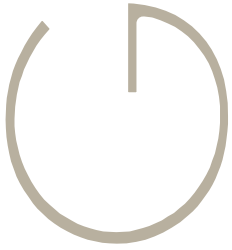
Fortunately the ACT has sufficient holdings of unencumbered cash to enable this to happen, although holdings of unencumbered cash in the Territory Banking Account are being run down by 99 per cent between 2012 and 2013 to achieve this.

While this reduces the burden of repayment that would otherwise be associated with having these new borrowings on the budget for a longer period, this is at the expense of some degree of risk management and potential flexibility in responding to any emerging liquidity needs that could come from having a larger unencumbered cash balance. Whether this trade off is 'worth' it is subjective, and depends on assessments of the future need for unencumbered cash balances.

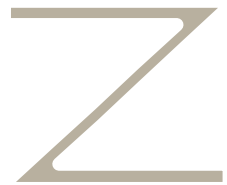
While unencumbered cash balances and hence the potential for flexibility in meeting immediate liquidity needs will be reduced, assets in the Superannuation Provision Account are increased and the government expects long term returns from its investment portfolio to be maintained.

Bearing in mind the considerations set out above, the reduced flexibility that can come from having a larger unencumbered cash reserves needs to be balanced against another dimension of flexibility – the flexibility of ensuring that the budget can be 'primed' to move into balance or surplus when economic conditions dictate i.e. during a period when private demand has sufficiently recovered so that the government does not contribute to inflationary pressures or 'crowd out' private investors.





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# *Impacts of Commonwealth public sector job cuts on the ACT*

*Prepared for*

*Select Committee on Estimates 2012-13*

*ACT Legislative Assembly*

*Centre for International Economics  
Canberra & Sydney*

*July 2012*

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### *Key points*

- CIE modelling predicts that Commonwealth public sector job cuts over the years 2013 to 2015 will have relatively small but negative impacts on GSP and lead to more noticeable reductions in employment growth and growth in demand in the ACT economy. Inflation will also fall over those years because of negative impacts on CPI growth.
- Based on a comparison of our forecasts with the fall in growth rates between 2012 and 2013 forecast by Treasury, ACT Treasury forecasts for 2013 sufficiently take into account the depressing impacts of Commonwealth job cuts on the ACT's GSP, demand and employment growth.

### *Commonwealth public sector job cuts will have small but negative impacts on the ACT's GSP and employment growth*

To properly assess the impact of Commonwealth Government job cuts on the ACT economy we have undertaken economy-wide modelling using the CIE's CIEG-Cubed model to estimate impacts from 2013 to 2015. Subject to a number of assumptions<sup>1</sup> we relied on an estimate of Commonwealth public sector job cuts over that period based on Commonwealth public service wage costs cited in the Budget.<sup>2</sup> We then calculated the number of job losses in the ACT as a result of Commonwealth public sector job losses as a percentage of the total ACT public sector workforce.<sup>3</sup> These percentages were fed into the CIEG-Cubed model as a negative 'employment shock' to the ACT economy and resulted in forecasts for the years 2013 to 2015 of

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<sup>1</sup> We have assumed that one third of the Commonwealth public sector job cuts would be located in the ACT based on an estimate by the ACT Chief Minister's office that in 2013, 1400 jobs out of 4200 Commonwealth public sector job cuts would be ACT-based. We then relied on an analysis by M. Mannheim in Canberra Times, May 9 2012 which sets out detailed figures for Commonwealth public sector job cuts over 2013 to 2015.

<sup>2</sup> While our methodology using Mannheim's figures results in a slightly lower number of job losses for 2013 (1025) than what was cited by the ACT Chief Minister (1400), differences of this size would make very little difference to our projections.

<sup>3</sup> In May 2012, the ACT labour force (including part time workers) was approximately 208,500. Of this number, we estimated that up to 108,600 or about 52 per cent were employed by the public sector. This figures includes not only the 66,600 clearly identified by the ABS as working in 'public administration and safety' but also workers in education and training, health care and social assistance, and arts and recreation services, which we have assumed in our calculations to be public sector workers. The average annual growth rate of the ACT public sector workforce from May 2002 and May 2012 was then calculated and used to project out the ACT public sector workforce in 2013 to 2015 before the impact of Commonwealth public sector job cuts. From these calculations, we were therefore able to express the expected ACT public sector job losses as a percentage of the ACT public sector workforce in each of these years.

changes in GSP, inflation, employment and gross final demand (State Final Demand) for the ACT economy.

The results of our modelling are summarised in Table 1 below for the macroeconomic indicators of interest. Note that the model reports results as a percentage deviation or change from the baseline of what those macroeconomic indicators *would have been* in the absence of the modelled shock (in this case, the public sector job losses). Thus these results should not be taken as a headline figure but rather as a means of adjusting downwards whatever forecasts have already been produced of the status quo.

For instance, on GSP, the model predicts that as a result of Commonwealth public sector job cuts, GSP growth will be 0.02 per cent lower than what it would otherwise have been in 2013, 0.03 per cent lower in 2014 and 0.02 per cent lower in 2015. Overall, the results show relatively small impacts on GSP but noticeably higher impacts on employment growth and growth in State Final Demand.

#### 1 Impact of Commonwealth public sector employment reduction on the ACT economy as a percentage change from 'baseline'

	2013	2014	2015
	%	%	%
GSP	-0.02	-0.03	-0.02
CPI	-0.08	-0.14	-0.10
Employment	-0.32	-0.54	-0.38
State Final Demand	-0.06	-0.11	-0.08

Source: The CIE

#### *A word of caution*

Our results should be interpreted in light of the caveat that economic models, including the CIEG-Cubed model are a simplification of reality and rely on numerous assumptions about economic parameters, behaviour and relationships. As such, modelling results should only be used to infer the outcome (positive or negative) and the magnitude of such impacts (small or large). Nonetheless, this form of modelling is the most rigorous means of forecasting economic impacts because such models are built to take into account the full direct and indirect (second order, third order) impacts of changes in economic conditions brought about by changes in government policy. In addition, such economy wide models are built from the ground up from internally consistent economic assumptions. This is preferable to applying a mechanical rule of thumb that may be derived from a completely different set of circumstances as is done in many cases of multiplier analysis.

## *ACT Budget adequately takes account of Commonwealth public sector job cuts*

These results can be used as a rough guide for checking the plausibility of the ACT Treasury's own forecasts.

Below we summarise the ACT Treasury forecasts for GSP, inflation, employment and State Final Demand for the ACT economy and the differences in growth rates between the 2012 and 2013 forecasts.

### 2 ACT Treasury Forecasts

	2012	2013	Change over 2012-2013
	%	%	%
GSP	2.5	2.0	-0.50
CPI	2.5	2.25	-0.25
Employment	0.5	0.0	-0.50
State Final Demand	2.0	0.5	-1.50

Source: ACT Budget Paper No. 3

Because our model only reports results as deviations from a baseline, they cannot be used to directly check Treasury's 2013 forecasts by producing alternative 2013 forecast growth rates for the variables of interest. In order to do this, we would need to know what Treasury forecast figures for 2013 *in the absence of the Commonwealth job cuts* would be and then adjust these downwards according to our 'deviation' projections. However, our understanding is that current Treasury 2013 forecasts are meant to reflect the impact of the Commonwealth job cuts.<sup>4</sup>

Nonetheless we can perform an approximate check by looking at the difference between the Treasury's 2012 and 2013 growth figures.

Assume that in the absence of the Commonwealth job cuts, the 2012 figures provide some indication of an **upper bound** for the 'baseline' growth rate in 2013, because even in the absence of Commonwealth job cuts, 2013 growth rates would be expected to be lower than 2012 growth rates for a variety of reasons.<sup>5</sup>

Therefore, if the ACT Treasury's forecast magnitudes of the reduction in growth rates between 2012 and 2013 are **lower** than the reductions predicted by our modelling, then the Treasury modelling is likely to have significantly underestimated the impact of Commonwealth job cuts.

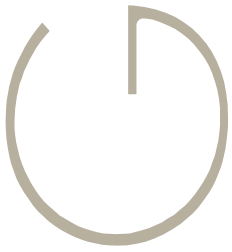
<sup>4</sup> For instance, p. 6 of Budget Paper No. 3 states: 'State Final Demand (SFD) is forecast to grow at ½ per cent, **reflecting contraction in Commonwealth Government expenditure**'.

<sup>5</sup> These include the fiscal consolidation in the ACT Budget, and slowing economic conditions internationally having an adverse impact on growth rates in Australia and consequently the ACT.

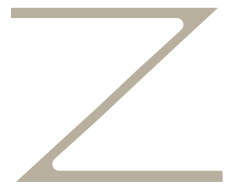
As can be seen from above, the reduction in growth rates in GSP, CPI, employment and State Final Demand between 2012 and 2013 as forecast by Treasury comfortably exceed the reductions from the baseline which we have forecast.

For example, according to Treasury forecasts, the GSP growth rate will fall by 0.5 per cent between 2012 and 2013. Our modelling predicts that GSP growth in 2013 will be 0.02 per cent lower than it otherwise would be because of Commonwealth job cuts. Though we do not know what the Treasury forecast GSP growth rate in 2013 ignoring the impact of Commonwealth job cuts would be, there is a comfortably big difference between our 0.02 per cent forecast dip from the 'baseline' and the 0.5 per cent difference between the Treasury forecast GSP growth in 2013 and 2012 GSP growth. Thus even allowing some provision for a much lower GSP growth rate in 2013 *without* the Commonwealth job cuts, there is an additional margin of reduction provided for in Treasury's forecast for 2013 GSP growth which allows for the impact of these job cuts.

Therefore our conclusion is that Treasury modelling by and large has taken sufficient account of the impact of Commonwealth job cuts.



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# *ACT Building Sector*

*The current state of the market*



*Prepared for*

*Select Committee on Estimates 2012-2013*

*ACT Legislative Assembly*



*Centre for International Economics  
Canberra & Sydney*

*July 2012*



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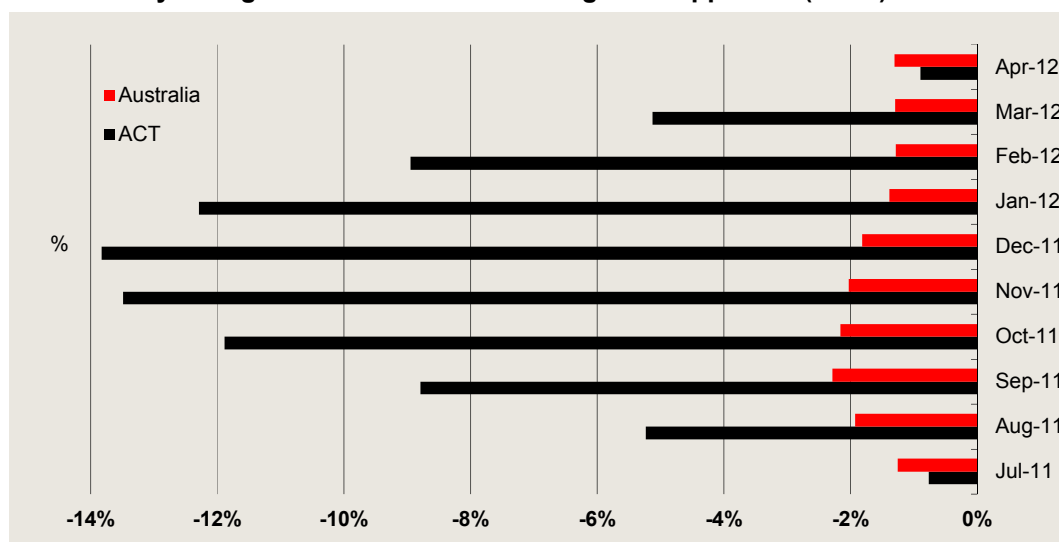
### Key points

- The ACT, consistent with nationwide trends, is experiencing a softening building sector based on recent month-on-month and year-to-date measures of both the volume and value of total dwelling approvals.
- The magnitude of the fall is larger in the ACT than nationally for most of the 12 months to April 2012. Compared to all other jurisdictions, the ACT has suffered the largest percentage annual decline in the value of dwelling approvals between 2011 and 2012. It has also suffered the largest percentage annual decline in the value of non-residential approvals from 2011 to 2012.
- The decline in the value of dwelling approvals over the past year has been particularly driven by the fall in non-residential approvals, which have fallen more significantly than total dwelling approvals. Expectations for non-residential building activity over the next 12 months in the ACT are also weak.

### *The ACT building sector is trending downwards and has been soft in both volume and value terms*

Chart 1 below shows the volume of dwelling unit approvals month on month for the 12 months to April 2012 for the ACT and Australia. It shows that the ACT, consistent with nationwide trends, has experienced a softening building sector with reductions month on month in the number of dwelling units approved over this period. The magnitude of these month on month reductions experienced by the ACT in percentage terms has also been higher than for Australia as a whole over the August 2011 to March 2012 period.

1 Monthly change in the volume of dwelling units approved (trend)

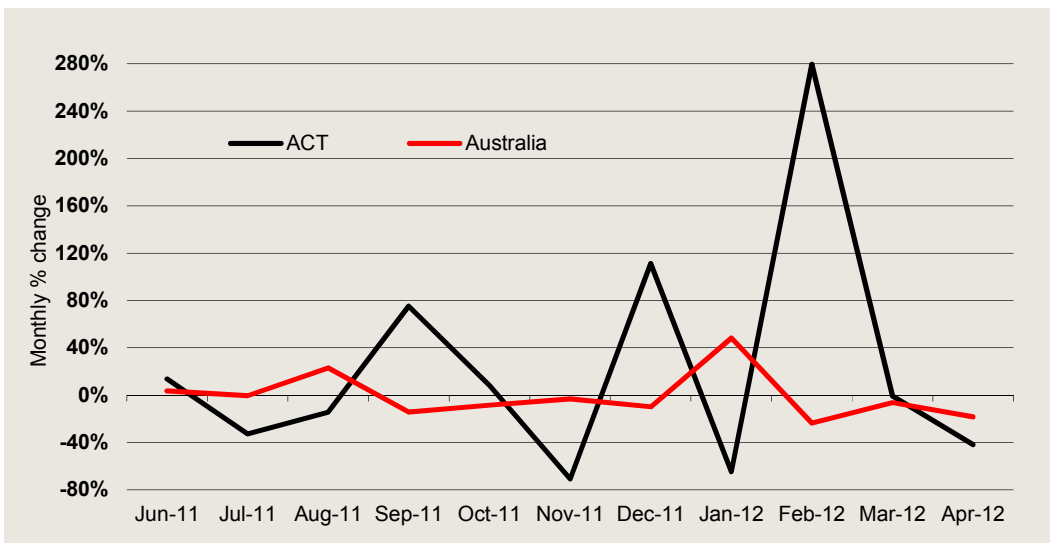


Data source: 8731.0 - Building Approvals, Australia, April 2012

Chart 2 shows the value of dwelling unit approvals month on month for the 12 months to April 2012 for the ACT and Australia as a whole. This data series is only available in original terms, which shows very volatile swings, particularly for the ACT.

Analysis of this data indicates a general long term decline month on month in the value of dwellings approved in the ACT and nationally, and shows that again the magnitude of month on month reductions is greater for the ACT than for Australia as a whole.

**2 Monthly change in the value of dwelling units approved (original)**



Data source: 8731.0 - Building Approvals, Australia, April 2012

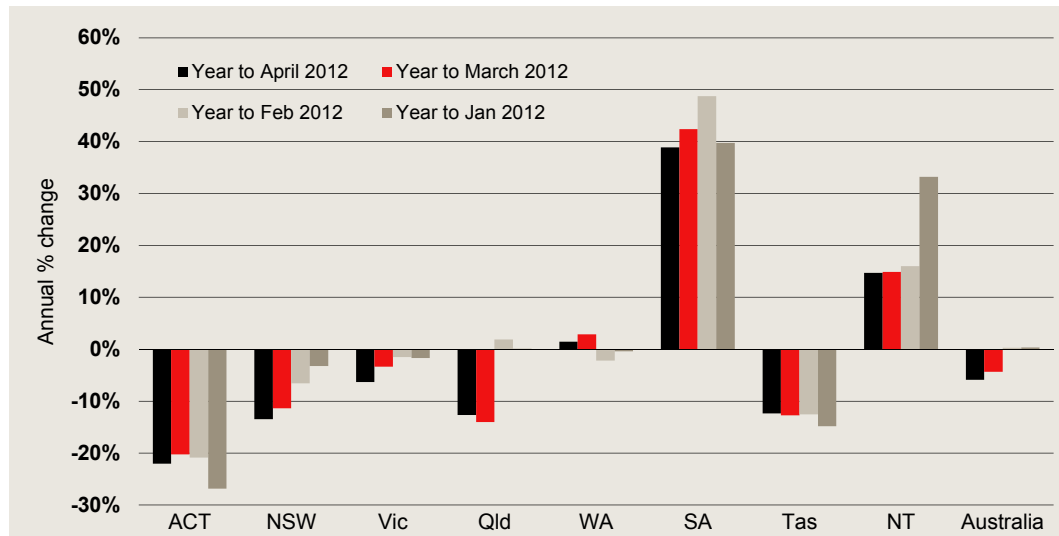
***The ACT building sector is among the weakest of all jurisdictions***

Compared to other states, the ACT has suffered the largest annual decline in the year-to-date value of building approvals for the past several months.

Only South Australia and the Northern Territory stand out as having experienced positive annual change in the value of building approvals.



**3 Annual change in the value of total dwelling approvals**



Data source: 8731.0 - Building Approvals, Australia, April 2012

*Area of most recent weakness is non-residential approvals*

As seen in the differences between charts 3 and 4, the year-to-date monthly results for the value of non-residential building approvals in the ACT have been weaker than total approvals, indicating that the fall in the value of dwelling approvals is driven by the fall in the value of non-residential approvals.

The year to date contraction in the value of non-residential approvals has been 30 per cent and 50 per cent compared to falls in the value of total approvals of 20 per cent to 27 per cent.

**4 Annual percentage change in the value of non-residential approvals**

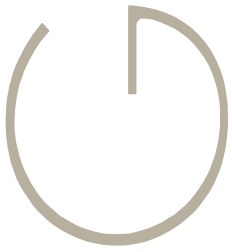


Data source: 8731.0 - Building Approvals, Australia, April 2012

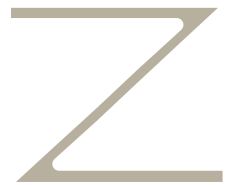
### ***Expectations for non-residential building activity over the next 12 months are also weak***

In terms of consumer confidence, the Property Council of Australia's Property Industry Confidence Survey index for the June 2012 quarter for the ACT was 101 (where 100 is neutral). Though this suggests that overall confidence is neutral to mildly positive, this was the third lowest index score after Tasmania and Victoria (which scored below 100). The Property Council found that ACT respondents expect construction activity in the commercial office sector to weaken over the next 12 months. The survey also found that staffing level expectations have been revised downwards for three quarters in a row (including the June quarter) though they were still positive.

All these factors point to a need to stimulate building activity, which has been achieved through the 2012-2013 ACT Budget.



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## *ACT health workforce*

*An overview of strengths and shortages  
in the ACT*



*Prepared for*

*Select Committee on Estimates 2012-2013*

*ACT Legislative Assembly*



*Centre for International Economics  
Canberra & Sydney*

*July 2012*



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### *Key points*

- The proportion of core medical staff employed in the ACT per 100,000 population is above the Australian average.
  - The ACT employed the highest number of medical practitioners per capita relative to all other Australian states and territories.
  - The number of nurses employed per head of ACT population was slightly above the national benchmark.
- However, despite the supply core medical staff exceeding the national average in aggregate, several clinical areas within nursing were subject to relative workforce shortages.
- Some specialised health workforce skills are also in relatively short supply in the ACT. This may reflect the small population base of the state being unable to support localised specialist services.
- The supply of core nursing and medical practitioners would likely be sufficient to staff expanded health infrastructure investments indicated in the 2012-13 ACT Budget. However, some nursing clinical areas and specialised health workforce services would remain in tight supply.

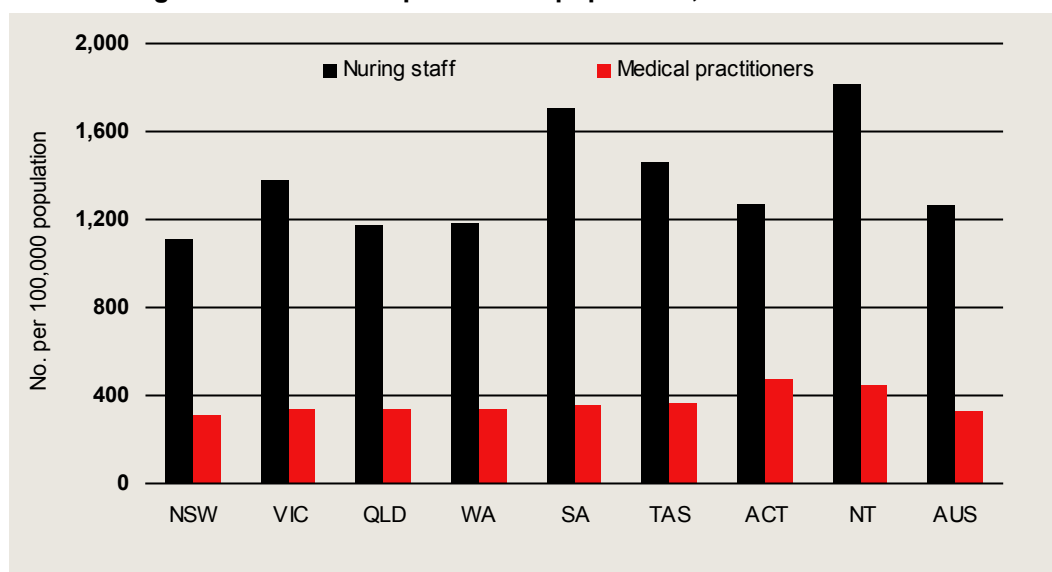
### *Relative to other Australian states and territories, employment of nurses and medical practitioners per capita in the ACT is above average*

The Australian Institute of Health and Welfare (AIHW) reports that in 2009 around 6160 nurses and medical practitioners were employed in the ACT to service a population of approximately 352 000. On a working doctor per 100,000 population basis, the ACT employed the highest number of medical practitioners relative to all other Australian states and territories.<sup>1</sup> The number of nurses employed per head of ACT population was slightly above the national average (chart 1).

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<sup>1</sup> Health Workforce Australia 2012, Australia's Health Workforce Series Doctors in focus.

## 1 Nursing and medical staff per 100 000 population, 2009



Data source: Australian Institute of Health and Welfare (AIHW) 2011, Nursing and Midwifery and Medical labour force surveys, August, available at <http://www.aihw.gov.au/workforce-data/> and the CIE.

*The 'weak spots' in the ACT's core health workforce lie within several clinical areas of nursing where the proportion of staff to population is below the national benchmark*

The ratio of medical practitioners to resident population in the ACT outstripped other states and territories for all main occupation types with the exception of primary care. Although the number of primary care medical practitioners operating in the ACT per capita was marginally higher than the national average the proportion was below several other Australian states.<sup>2</sup>

While the ACT has greater aggregate employment of nurses per capita than the Australian average, several specialised clinical areas within nursing are subject to workforce shortages relative to the national average. These nursing clinical areas include aged care, community health, mental health, midwifery, rehabilitation and other clinical areas. Of these clinical areas, the lack of aged care nurses was the most pronounced with almost 50 per cent less than the national average per head of population (table 2).

<sup>2</sup> Queensland, South Australia, Tasmania and the Northern Territory reported a higher proportion of primary care medical practitioners per capita.

2 **Nursing and medical staff by clinical area per 100 000 population, 2009**

	<b>ACT</b>	<b>Australia</b>	<b>ACT less than Australian benchmark</b>
<b>Medical practitioners</b>	<b>474</b>	<b>331</b>	
<i>Clinician</i>			
Primary care	118	117	
Hospital non-specialist	77	35	
Specialist	137	111	
Specialist-in-training	72	42	
Other clinicians	12	4	
<i>Non-clinician</i>	59	23	
<b>Nursing Staff</b>	<b>1275</b>	<b>1261</b>	
Medical	234	209	
Surgical	149	122	
Aged care	66	133	Yes
Community health	79	84	Yes
Critical care/emergency	264	212	
Family and child health	40	28	
Mental health	56	71	Yes
Midwifery	66	98	Yes
Perioperative	160	93	
Rehabilitation/disability	21	35	Yes
Other	96	113	Yes

Source: AIHW 2011, Nursing and Midwifery and Medical labour force surveys, August and the CIE.

***Softness in the health workforce for many specialist areas may reflect outsourcing to NSW given the low population base of the ACT***

AIHW data suggests that many specialised health workforce skills are also in short supply in the ACT relative to the national average.<sup>3</sup> For instance, cardiologists, emergency medicine specialists, nuclear medicine technologists, educational psychologists, therapy aides, Aboriginal and Torres Strait Islander health workers, cardiac technicians, nursing support workers, operating theatre technicians, optical mechanics ambulance officers and personal care assistants.

The relatively low supply of some specialised medical services may, in part, be due to the small population base of the ACT being unable to support localised specialist services and the willingness of ACT residents to commute to NSW.

Still, AIHW data comparing outcomes for the ACT with other states should not be overstated, as it may hide important workforce deficiencies that exist in all states and territories. Moreover it also assumes that demand for health workforce services is

<sup>3</sup> AIHW 2009, Health and community services labour force 2006, detailed tables.

dependant only on population (that health standards across the Australian states are consistent).<sup>4</sup>

The Skills Shortage List recently compiled by the Commonwealth Department of Education, Employment and Workplace Relations is based on employer surveys to determine which professions are currently experiencing skills shortages in the ACT. It concludes that the key health occupations in shortage include specialised areas of nursing such as orthopaedics, neurosurgery, specialist breast care, mental health and midwives. While the report suggests that persistent shortages in the ACT of nurses in the labour market have eased since 2009-10, employers continued to experience difficulty attracting and retaining suitably qualified nurses.<sup>5</sup>

The Skills Shortage List also suggested a tight labour market with regard to some key health diagnostic and therapy professions. The 2011 ACT Skills Shortage List specifically identified medical diagnostic radiographers, medical radiation therapists, sonographers, occupational therapists and physiotherapists. Employer contacts for these professions suggest demand is expected to rise as the population of the ACT increases and ages.

***Sufficient core nursing and medical practitioners would likely be available to staff health infrastructure investments in the 2012-13 ACT Budget. However, some specialised health workforce services would remain in relative shortage.***

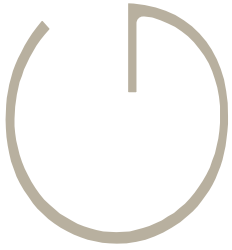
While the supply of core medical and nursing staff is higher than the national average, areas of workforce weakness currently exist in some specialised nursing clinical areas and medical services. Expanded health infrastructure is likely to intensify these labour deficiencies without policy actions to overcome shortages.

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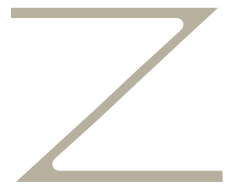
<sup>4</sup> AIHW data must be interpreted with caution given that it is dated and may no longer reflect the nuances of the ACT health professionals labour market. The most recent nursing and midwifery and medical labour force surveys were undertaken in 2009 while the health and community services labour force survey was last conducted in 2006. Also, low response rates in some states mean that AIHW data should be interpreted with care.

<sup>5</sup> DEEWR 2011, Skill Shortages: Australian Capital Territory, June.





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## *Efficient pricing principles for shared services*



*Prepared for*

*Select Committee on Estimates 2012-2013*

*ACT Legislative Assembly*



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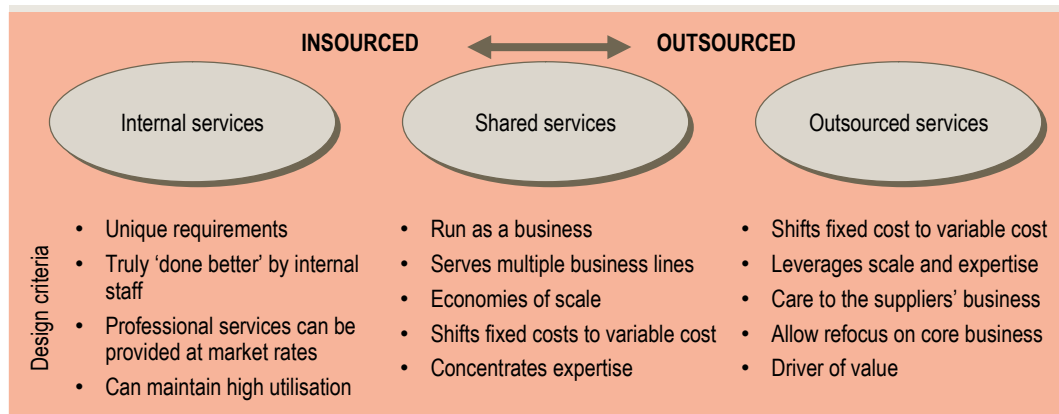
### Key points

- Achieving efficiencies from shared services is an evolutionary process, based heavily on the shared services model that is adopted (that is, from basic to market oriented).
- Newly formed shared services models are likely to be highly mechanised, basic business models where cost savings are limited to those derived via economies of scale and may come later after establishment costs are absorbed. Growth in the scope of shared services and efficiency gains is progressive, not immediate.
- The charging regime chosen should:
  - reflect and distribute the scale of efficiencies that are being generated;
  - allow Directorates and the shared services unit itself to understand the varying cost pressures across Directorates and service delivery;
  - provide Directorates and the shared services organisation with information on the costs of service provision, by services area and cost centre, and through this provide incentives to monitor and manage cost pressures

### What to expect from Shared Services

Shared services are usually introduced to capitalise on economies of scale, moving administrative tasks away from individual business units into a central operation unit. From an organisational point of view, there is a continuum of service delivery options, as outlined in chart 1.

#### 1 Service delivery continuum



Source: , K. (2001) Sharing administrative functions at lower costs: a position paper prepared for the business/higher education round table.

Shared Services activities are really only appropriate where there are economies of scale in delivery which are best captured when an organisation is able to concentrate its staffing expertise and run the operation through a business model that can ensure that the economies are being generated. Even still, achieving economies of scale is

typically an evolutionary rather than immediate process, particularly given the upfront costs of establishing a Shared Services centre.

Shared services creates a dynamic internal market place for services. It is like any business – the customers determine its fate. Shared services requires an understanding that the role is to provide a service at cost, quality and timeliness that is competitive with alternatives, to a clearly defined group of clients. It is not the same as centralised functions – the difference is the principle of the marketplace<sup>1</sup>.

The efficiency gains that should be expected from adopting Shared Services depend in part on the model of shared services involved.

For instance, where basic structured Shared Services organisations are in place (Chart 2), the efficiencies are likely to be generated solely through economies of scale, and eliminating (reducing) duplicated fixed costs. From an organisational perspective, the associated charging regime should also reflect this – the cost of delivering Shared Services should be verifiably lower than in-house delivery, but not necessarily reflecting a substantial cost reduction in the early stages.

It is only once the Shared Services organisation has matured and achieved its own efficiencies that a better understanding of the overall organisational efficiencies may be had, and more complex charging and cost allocation arrangements may be implemented.

2 Continuum of shared services models



Source: Woods, K. (2001) Sharing administrative functions at lower costs: a position paper prepared for the business/higher education round table. Note: adapted from Quinn, Cook and Kris (2000) Shared services – mining for corporate gold. Prentice Hall.

<sup>1</sup> K. (2001) Sharing administrative functions at lower costs: a position paper prepared for the business/higher education round table

## Pricing principles for Shared Services

There are a range of approaches taken to charging regimes for shared services, which will impact on the fee charged, see table 3.

### 3 Alternate approaches to charging and effect on fees charged

Charging type	Characteristics	Advantages and disadvantages
Flat rate	Some business units are charged a flat rate based on a determined metric such as number of employees irrespective of the level of demand for different services <ul style="list-style-type: none"> <li>▪ Flat fee for financial year</li> </ul>	Very simple to implement, however there is limited information on the true cost of delivering the services, and a high risk of cross subsidisation – over and undercharging. No incentive for business units to review demand for services.
Budgeted rate	Business units are charged a differentiated fee by service area (e.g. ICT, human resources, finance etc), that attempts to estimate the distribution of use of these services by each business unit <ul style="list-style-type: none"> <li>▪ Flat fee for financial year</li> </ul>	Does differentiate across both business units and services being delivered. However, there is still limited information the costs of delivery, limited incentives for rationalising service demand can be difficult to explain final charges.
Activity based costing	Where the shared services organisation is aware of it's per unit/per activity costs, business units are charged based on the level of each service they require: a post-paid system. Charges aggregate key costs of service such as labour, systems and overheads. <ul style="list-style-type: none"> <li>▪ Variable fee based on aggregated cost estimates of service demanded and delivered throughout year</li> </ul>	Requires significant information on the internal costs of the shared services unit and the level of service demand from business units. However, there is a much lower risk of cross subsidisation, and a higher incentive for business units to rationalise demand for services. Depending on the scale of cross subsidisation in flat and budgeted fee structures, overall fees could be higher or lower for business units.
Full direct charging	In mature shared services organisations it may be possible to charge for exact staff and resource time that is allocated to each task, as it is incurred <ul style="list-style-type: none"> <li>▪ Variable fee based on actual costs of services demanded and delivered</li> </ul>	Requires a high level of visibility on exact resources required for service delivery for individual business units at specific times.  Does provide incentives for rationalising demand for services, and improving efficiency both within the business unit and the shared services organisation.
Market based costing	A highly mature shared services organisation that has also been able to expand to service delivery for external clients would have in place highly technical costing and billing systems to allow for market based pricing options <ul style="list-style-type: none"> <li>▪ Variable fee based both on services delivered as well as wider competitive market pressures.</li> </ul>	Very few shared services organisations internationally that have achieved this. The system is based on expanding the client base to external clients and gauging the price factors in the market, as well as allowing business units to seek services externally as well, further market based competition.

Source: Deloitte (2007) Shared services: is the price right? Accessed on 29/06/2012 at [http://www.deloitte.com/assets/Dcom-CostaRica/Local%20Assets/Documents/Industrias/CSC/071211-\(en\)\\_Shared\\_Services\\_Pricing.pdf](http://www.deloitte.com/assets/Dcom-CostaRica/Local%20Assets/Documents/Industrias/CSC/071211-(en)_Shared_Services_Pricing.pdf)

### *What to expect from charges for shared services*

An appropriate charge for shared services depends on what the goal of the charges is, and what type of information it will be reflecting. For instance charging regimes can be used to:<sup>2</sup>

- provide business units and the parent organisation with information on the **total cost of their service demands** – in terms of time and resources;
- assist both the business units and the parent company/organisation to **clarify the services that are required** over what time frames;
- improve cost control activities through a clearer understanding of the costs to **rationalise the level or timing of service demands**;
- use resources more effectively and improve productivity.

Charges for shared services can be culturally difficult for Directorates to accept. In many cases the tasks involved are such that a business unit would have previously allocated to overhead costs and accounted for in annual budgets, hidden within bulk payroll systems and allowing business units to operate with reduced concern for the total cost of the services in-house.

In contrast, when a shared services centre is set up, the costs of accessing these previously in-house services immediately becomes obvious, and in some case may be viewed as an additional or variable cost that was not previously faced.

To ensure that a shared services model is both efficient, as well as workable within the organisation (with limited consternation from business units) there are some key fundamentals of a charging regime that should be considered.<sup>3</sup> Charges should be:

- Equitable – there should be no cross subsidising of costs by other business units.
- Repeatable and accurate – the same volume of work should cost the same irrespective of the business unit that is being charged.
- Understandable – both the Directorate and shared services centre should understand clearly how the charge has been arrived at, and what the charge actually is. This is likely to include a billing tracking system that allows both the shared services centre and the business unit to extract information on the volume and type of services delivered and the costs associated. The business units should also be able to allocate these charges to cost centres within their operations.
- Controllable or predictable – the business units should be able to anticipate how a change in demand for shared services will change the amount they are charged
- Economical – the established system should be relatively inexpensive to run.

<sup>2</sup> CNJohnson & Associates (2009) Best Practices for Shared Services Chargeback. Accessed on 29/06/2012 at <http://www.cnjohnson.com/Shared%20Services%20Best%20Practices.pdf>

<sup>3</sup> *ibid*

**APPENDIX D: Status of all questions on notice and  
questions taken on notice**

## Questions List

### Status of Questions on notice and Questions taken on notice

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	1	18/06/12	Smyth	Treasury	Rates thresholds	27/06/12
QTON	2	18/06/12	Smyth	Treasury	Expenditure and employee expenses-breakdown of 325 new staff	26/06/12
QTON	3	18/06/12	Smyth	Treasury	Employee expenses	28/06/12
QTON	4	18/06/12	Smyth	Treasury	Taxation-conveyancing - split between collection for commercial, residential and rural properties	9/07/12
QTON	5	18/06/12	Smyth	Treasury	General rates - components contributing to growth for 2013-14	28/06/12
QTON	6	18/06/12	Coe	Treasury	Land values - provide examples of where land values have fallen (parameters re question further discussed p. 22 uncorrected proof)	29/06/12
QTON	7	18/06/12	Coe	Treasury	Land values - Parcels of land are assessed for rates or land tax	28/06/12
QTON	8	18/06/12	Coe	Treasury	Land valuation - Valuations were disputed in the last financial year	28/06/12
QTON	9	18/06/12	Bresnan	Treasury	2012-13 Budget Technical adjustments - UC	26/06/12
QTON	10	18/06/12	Hargreaves	Treasury	Resources received free of charge (BP4, p. 159)	28/06/12
QTON	11	18/06/12	Smyth	Treasury	2012-13 Budget Savings - Breakdown though by directorate/agency	28/06/12
QTON	12	18/06/12	Coe	Treasury	Homebuyer Concession	28/06/12
QTON	13	18/06/12	Smyth	Treasury	Homebuyer concession	28/06/12
QTON	14	18/06/12	Smyth	Treasury	Homebuyer concession	28/06/12
QTON	15	18/06/12	Smyth	Treasury	Homebuyer concession	28/06/12
QTON	16	18/06/12	Smyth	Treasury	Homebuyer concession	29/06/12



APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	17	18/06/12	Hunter	Treasury	First homeowner's grant	28/06/12
QTON	18	18/06/12	Hunter	Treasury	Staffing levels/number	3/07/12
QTON	19	18/06/12	Hunter	Treasury	ICRC emissions work	3/07/12
QTON	20	18/06/12	Hunter	Treasury	ICRC emissions work	3/07/12
QTON	21	18/06/12	Hunter	Treasury	ICRC emissions work	3/07/12
QTON	22	18/06/12	Hunter	Treasury	ICRC emissions work	3/07/12
QTON	23	18/06/12	Dunne	Treasury	Treasury analysis of the ACTEW water initiative	26/06/12
QTON	24	18/06/12	Dunne	Treasury	Return of water and sewage business to ACTEW	29/06/12
QTON	25	18/06/12	Hunter	Treasury	TOC Compliance with Human Rights and Discrimination Act	18/07/12
QTON	26	18/06/12	Dunne	Treasury	Operating statement (BP4 p. 460)	28/06/12
QTON	27	18/06/12	Dunne	Treasury	Return of water and sewage business to ACTEW	28/06/12
QTON	28	18/06/12	Smyth	Treasury	Projected liability	16/07/12
QTON	29	18/06/12	Smyth	Treasury	Changes to accounting standard for employee benefits	16/07/12
QTON	30	18/06/12	Smyth	Treasury	Discount rate - what is the claims discount rate?	26/06/12
QTON	31	18/06/12	Smyth	Treasury	Report on CTP review	16/07/12
QTON	32	18/06/12	Coe	Treasury	Loans administered - clarification of residency requirements	26/06/12
QTON	33	18/06/12	Hunter	Treasury	First Homeowners Grant	28/06/12
QTON	34	18/06/12	Smyth	Treasury	Balance sheet - short fall of investments	26/06/12
QTON	35	19/06/12	Smyth	Treasury	Debt recovery - how much debt is overdue?	28/06/12
QON	36	22/06/12	Bresnan	ESDD	Gungahlin to City Transport Corridor	4/07/12
QTON	37	19/06/12	Coe	Treasury	Contract disputes	28/06/12
QTON	38	19/06/12	Coe	Treasury	Contract disputes	28/06/12
QTON	39	19/06/12	Le Couteur	Treasury	Physical contingency assessing of IT systems	28/06/12
QON	40	20/06/12	Seselja	Treasury	General rates	9/07/12
QON	41	20/06/12	Seselja	Treasury	Lease Variation Charge	3/07/12
QON	42	20/06/12	Seselja	Treasury	The Home Buyers Concession Scheme	16/07/12
QON	43	20/06/12	Seselja	Treasury	Roads - Constructing Cost	29/06/12
QON	44	20/06/12	Seselja	Treasury	Budget Savings - Staffing	4/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	45	19/06/12	Smyth	Tourism, Sport and Recreation	Tourism budget: Provide a reconciliation of the tourism budget from 2011-12 and 2012-13	28/06/12
QTON	46	19/06/12	Smyth	Tourism, Sport and Recreation	Domestic visitors to ACT	29/06/12
QTON	47	19/06/12	Smyth	Tourism, Sport and Recreation	Source of funding assigned to the Australia Forum on BP 4 p. 243 (answer received in hearings dated 20 June 2012)	29/06/12
QTON	48	19/06/12	Smyth	Tourism, Sport and Recreation	National Capital Education Tourism Program	28/06/12
QON	49	21/06/12	Seselja	Treasury	Land Rent Scheme	6/07/12
QON	50	21/06/12	Seselja	Treasury	Carbon Tax	9/07/12
QON	51	21/06/12	Seselja	Treasury	Conveyance Duty	11/07/12
QON	52	21/06/12	Seselja	Treasury	First home buyers	9/07/12
QON	53	21/06/12	Smyth	Treasury	Cost effects of carbon tax	9/07/12
QON	54	21/06/12	Smyth	Treasury	Forecasts of CPI	29/06/12
QON	55	21/06/12	Smyth	Treasury	Forecasts of GST revenue	29/06/12
QON	56	21/06/12	Smyth	Treasury	GST revenue	29/06/12
QON	57	21/06/12	Smyth	Treasury	Estimates of state final demand	24/07/12
QON	58	21/06/12	Smyth	Treasury	Commonwealth funding for municipal services	3/07/12
QTON	59	19/06/12	Doszpot	Sport and Recreation	Funding for disability sport and recreation framework	28/06/12
QTON	60	19/06/12	Smyth	Sport and Recreation	Hire fees for sporting ovals	28/06/12
QTON	61	19/06/12	Rattenbury	Sport and Recreation	Brumbies Agreement - economic impact studies	28/06/12
QTON	62	19/06/12	Rattenbury	Sport and Recreation	Brumbies ticket allocations & Raiders ticket allocations	29/06/12
QTON	63	19/06/12	Rattenbury	Sport and Recreation	Raiders Agreement - economic impact studies	28/06/12
QTON	64	19/06/12	Smyth/ Seselja	ESDD	Section 63, Civic - late development fees	9/07/12
QTON	65	19/06/12	Smyth	Sport and Recreation	Active Kids Challenge funding	28/06/12
QTON	66	19/06/12	Bresnan	ESDD	Resource Management Plans	13/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	67	19/06/12	Coe	ESDD	Ongoing difficulties regarding work commenced prior to ACTPLA approvals	9/07/12
QTON	68	19/06/12	Seselja	ESDD	Monoglo - reasons for delays	4/07/12
QTON	69	19/06/12	Seselja	ESDD	Change of scope	2/08/12
QTON	70	19/06/12	Seselja	ESDD	Molonglo - the east-west arterial road and extensions of John Gordon Drive to Molonglo River	4/07/12
QTON	71	19/06/12	Le Couteur	ESDD	Specific numbers on reallocating resources BP4 P311	9/07/12
QTON	72	19/06/12	Le Couteur	ESDD	Physical inspections and audits	9/07/12
QTON	73	19/06/12	Le Couteur / Smyth	ESDD	Physical inspections with respect to energy efficiency	9/07/12
QTON	74	19/06/12	Le Couteur	ESDD	Areas which have been traditionally regulated, has anyone been disqualified over the last year?	9/07/12
QTON	75	19/06/12	Coe	ESDD	Lawson - What is the timing	4/07/12
QTON	76	19/06/12	Coe	ESDD	Assessment of soil on the Naval site	9/07/12
QTON	77	19/06/12	Seselja	ESDD	Fees and charges - Mr Haridemos from October, how long for advice to be provided to Mr Haridemos	9/07/12
QTON	78	19/06/12	Smyth	ESDD	Rock Development for Belconnen - ESDD to provide chronology of DA	4/07/12
QTON	79	19/06/12	Seselja	ESDD	AG Report - Can the Directorate provide figures on high density developments	4/07/12
QTON	80	19/06/12	Seselja	ESDD	Delay for Throsby	4/07/12
QTON	81	19/06/12	Le Couteur	ESDD	Narrabundah DA	4/07/12
QTON	82	19/06/12	Le Couteur	ESDD	Reliance on 30 year research for transport planning	4/07/12

SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	83	19/06/12	Bresnan	ESDD	Advice on modal share and if it will be reported in the strategy	4/07/12
QTON	84	19/06/12	Smyth	ESDD	Future Master Plans allocation	4/07/12
QTON	85	19/06/12	Seselja	ESDD	Directorate's staff are currently in other than A grade office accommodation	9/07/12
QON	86	22/06/12	Seselja	Treasury	Energy Efficiency (Cost of Living) Improvement Bill 2012	29/06/12
QON	87	22/06/12	Seselja	ESDD	AG Report - DA & Approval system for High-Density Residential & Commercial Development	4/07/12
QON	88	22/06/12	Seselja	ESDD	Budget Initiatives	25/07/12
QON	89	22/06/12	Seselja	ESDD	Campbell Section 5	4/07/12
QON	90	22/06/12	Seselja	ESDD	New Electrical inspections	12/07/12
QON	91	22/06/12	Seselja	ESDD	Energy Efficiency Scheme Administration	9/07/12
QON	92	22/06/12	Seselja	ESDD	Fire Rated Cable Ladder	13/07/12
QON	93	22/06/12	Seselja	ESDD	Land Rent Scheme	25/07/12
QON	94	22/06/12	Seselja	ESDD	Parking	4/07/12
QON	95	22/06/12	Seselja	ESDD	New Photovoltaic Inspections	9/07/12
QON	96	22/06/12	Seselja	ESDD	Rose Cottage Horse Paddocks	12/07/12
QON	97	22/06/12	Seselja	EDD	Economic Development Accountability Indicators	4/07/12
QON	98	22/06/12	Seselja	EDD	Business Migration	4/07/12
QON	99	22/06/12	Seselja	EDD	Campbell Section 5	6/07/12
QON	100	22/06/12	Seselja	EDD	The Government Office Block	4/07/12
QON	101	22/06/12	Seselja	EDD	Land Release	26/07/12
QON	102	22/06/12	Seselja	EDD	Land Rent Scheme	6/07/12
QON	103	22/06/12	Seselja	EDD	Land Development Agency Expenses	9/07/12
QON	104	22/06/12	Seselja	EDD	The NBN Roll-Out	4/07/12
QON	105	22/06/12	Seselja	EDD	Woden 9	3/07/12
QON	106	22/06/12	Seselja	EDD	Wright	3/07/12
QON	107	22/06/12	Doszpot	Tourism, Sport and Recreation	Restoration of Sportgrounds	3/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	108	22/06/12	Doszpot	Tourism, Sport and Recreation	Gungahlin Wellbeing Precinct	3/07/12
QON	109	22/06/12	Doszpot	Tourism, Sport and Recreation	Gungahlin Enclosed Oval	4/07/12
QON	110	22/06/12	Doszpot	Tourism, Sport and Recreation	Motorsport funding	3/07/12
QON	111	22/06/12	Doszpot	Tourism, Sport and Recreation	Project Rollovers and re-profiling	17/07/12
QON	112	22/06/12	Doszpot	Tourism, Sport and Recreation	Government programs to tackle homophobia in sport	3/07/12
QON	113	22/06/12	Rattenbury	Treasury	ACTEW Corporation's Advertising Budget	29/06/12
QON	114	22/06/12	Bresnan	Treasury	ACT Construction contracts	29/06/12
QON	115	22/06/12	Bresnan	Treasury	Contracting for construction of Majura Parkway	29/06/12
QON	116	22/06/12	Smyth	Treasury	Shared Services Centre implementation of process improvements	29/06/12
QON	117	22/06/12	Bresnan	ESDD	Modal share indicator (redirected from TAMs to ESDD dated 26/06/2012)	4/07/12
QON	118	22/06/12	Bresnan	Health	Visiting medical officers	3/07/12
QON	119	22/06/12	Bresnan	Health	Full time equivalent (FTE) employees in Health Directorate	3/07/12
QON	120	22/06/12	Bresnan	Health	Mental health funding	27/07/12
QON	121	22/06/12	Bresnan	Health	Early intervention and prevention	3/07/12
QON	122	22/06/12	Bresnan	Health	Comcare premiums	19/07/12
QON	123	22/06/12	Bresnan	Health	Breast screening	3/07/12
QON	124	22/06/12	Bresnan	Health	Alcohol and Drug Services	19/07/12
QON	125	22/06/12	Bresnan	Health	Air quality measurements	10/07/12
QON	126	22/06/12	Rattenbury	Treasury	Preparation of Greenhouse Gas Inventories by the ICRC	3/07/12
QTON	127	20/06/12	Hargreaves	EDD	Affordable Action Plan Phase 3	29/06/12
QTON	128	20/06/12	Smyth	EDD	Staffing levels of Economic Development	28/06/12
QTON	129	20/06/12	Smyth	EDD	Staffing levels of Economic Development	28/06/12
QTON	130	20/06/12	Coe	EDD	Land Rent Scheme	3/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	131	20/06/12	Le Couteur	EDD	Redevelopment of Downer primary school site	28/06/12
QTON	132	20/06/12	Seselja	EDD	Government Office Block	3/07/12
QTON	133	20/06/12	Coe	EDD	Land Rent Scheme	29/06/12
QTON	134	20/06/12	Smyth	EDD	Balance Sheet: the \$9,000 listing under 'Other Current Asset'	29/06/12
QTON	135	20/06/12	Hunter	EDD	A list of organisations that have received a discount or benefit over the last couple of years?	29/06/12
QTON	136	20/06/12	Le Couteur	EDD	Clean technology companies	29/06/12
QTON	137	20/06/12	Hunter	EDD	Gungahlin Strategic Offsets Package	28/06/12
QTON	138	20/06/12	Le Couteur/ Seselja	EDD	The number of hectares in Throsby	28/06/12
QTON	139	20/06/12	Smyth	EDD	Land release program	28/06/12
QTON	140	22/06/12	Hargreaves	TAMSD	Number of items in the Heritage library	29/06/12
QTON	141	22/06/12	Smyth	TAMSD	Number of Government Transaction	29/06/12
QTON	142	22/06/12	Smyth	TAMSD	Breakdown on the number of transactions that the government has put online	29/06/12
QTON	143	22/06/12	Coe	TAMSD	Canberra Connect charging ACTION for costs	29/06/12
QTON	144	22/06/12	Coe	TAMSD	Stormwater drains in Nudurr drive	3/07/12
QTON	145	22/06/12	Bresnan	TAMSD	Majura Parkway funding agreement	29/06/12
QTON	146	22/06/12	Le Couteur	TAMSD	Recurrent expenditure of maintenance for cycle ways and footpaths	29/06/12
QTON	147	22/06/12	Bresnan	TAMSD	Erindale Centre works	29/06/12
QTON	148	22/06/12	Bresnan	TAMSD	Erindale centre reallocations of funds	12/07/12
QTON	149	22/06/12	Hunter	TAMSD	Movement of funds City Bus layover	29/06/12
QTON	150	22/06/12	Le Couteur	TAMSD	Various responsibilities of land management	2/07/12
QTON	151	22/06/12	Le Couteur	TAMSD	Urban Trees	6/07/12
QTON	152	22/06/12	Le Couteur	TAMSD	Tree Funding	29/06/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	153	22/06/12	Hunter	TAMSD	Ranger numbers	3/07/12
QTON	154	22/06/12	Coe	TAMSD	Soft Fall types	6/07/12
QTON	155	22/06/12	Smyth	TAMSD	Playground Policy	29/06/12
QTON	156	22/06/12	Coe	TAMSD	Mowing contracts	2/07/12
QTON	157	22/06/12	Le Couteur	TAMSD	Weed Control	3/07/12
QTON	158	22/06/12	Smyth	TAMSD	Arboretum	23/07/12
QTON	159	22/06/12	Hunter	TAMSD	Collection of sharps	3/07/12
QTON	160	22/06/12	Bresnan	TAMSD	Concrete pad at tin's	29/06/12
QTON	161	22/06/12	Le Couteur	TAMSD	Organic waste regulatory problems	29/06/12
QTON	162	22/06/12	Coe	TAMSD	Analysis on bin and contamination	29/06/12
QTON	163	22/06/12	Coe	TAMSD	Kerbside collection and waste collections	29/06/12
QTON	164	22/06/12	Le Couteur	TAMSD	Waste indicators	29/06/12
QTON	165	22/06/12	Smyth	TAMSD	Library Strategy	29/06/12
QON	166	25/06/12	Dunne	Attorney-General	Legal Aid Commission	6/07/12
QON	167	25/06/12	Dunne	Attorney-General	Estimates employment level	12/07/12
QON	168	25/06/12	Dunne	Attorney-General	Efficiency dividend	11/07/12
QON	169	25/06/12	Dunne	Attorney-General	Policy advice and justice programs	6/07/12
QON	170	25/06/12	Dunne	Attorney-General	Public Prosecutions	5/07/12
QON	171	25/06/12	Dunne	Attorney-General	Electoral services	5/07/12
QON	172	25/06/12	Dunne	Attorney-General	Regulatory services	6/07/12
QON	173	25/06/12	Dunne	Attorney-General	Public Trustee for the ACT	5/07/12
QON	174	25/06/12	Bresnan	Attorney-General	Road Safety	6/07/12
QON	175	25/06/12	Bresnan	CSD	Taxi Subsidy Scheme (redirected from AG to Community Services dated 2 July 2012)	6/07/12
QON	176	25/06/12	Bresnan	TAMSD - ACTION	Bus interchange and CCTV	6/07/12
QON	177	25/06/12	Bresnan	TAMSD - ACTION	ACTION buses - Particulate Filters	6/07/12
QON	178	25/06/12	Bresnan	TAMSD	Monaro Highway duplication	29/06/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	179	26/06/12	Bresnan	CSD	Full time equivalent Staff in Community Services	23/07/12
QON	180	26/06/12	Bresnan	CSD	Disability and Therapy Services revenue	16/07/12
QON	181	26/06/12	Bresnan	CSD	Demand from school leaver's with disabilities	11/07/12
QON	182	26/06/12	Bresnan	CSD	Taxi subsidy scheme	10/07/12
QON	183	26/06/12	Bresnan	Attorney-General	Wheelchair accessible taxis (redirect from CS to JACS dated 28 Jun 2012)	9/07/12
QON	184	26/06/12	Smyth	TAMSD	Constitution Avenue	3/07/12
QON	185	26/06/12	Smyth	TAMSD	Russell Drive	3/07/12
QON	186	26/06/12	Smyth	Attorney-General	Worksafe ACT	5/07/12
QON	187	26/06/12	Smyth	EDD	Strategic objective	4/07/12
QON	188	26/06/12	Smyth	EDD	Innovation (BP4, P244)	9/07/12
QON	189	26/06/12	Smyth	EDD	Funding of programs	6/07/12
QON	190	26/06/12	Smyth	EDD	Strategic objective 6(b)	4/07/12
QON	191	26/06/12	Smyth	EDD	Indigenous business development	4/07/12
QON	192	26/06/12	Smyth	EDD	Innovation (BP4, P233)	4/07/12
QON	193	26/06/12	Smyth	EDD	Proposed manufacturing centre	6/07/12
QON	194	26/06/12	Smyth	EDD	ACT's private sector	4/07/12
QON	195	26/06/12	Smyth	CMCD	Capital region (redirected from Economic Development to CMD dated 2012 06 28)	6/07/12
QON	196	26/06/12	Smyth	EDD	Structure of Directorate	4/07/12
QON	197	26/06/12	Smyth	Tourism, Sport and Recreation	International tourists	4/07/12
QON	198	26/06/12	Smyth	Tourism, Sport and Recreation	Hotel accommodation	6/07/12
QON	199	26/06/12	Smyth	Tourism, Sport and Recreation	Annual folk festival	6/07/12
QON	200	26/06/12	Le Couteur	Treasury-Shared Services	Whole of Government digital records management	9/07/12
QON	201	26/06/12	Le Couteur	Treasury-Shared Services	Government ICT Security	16/07/12
QON	202	26/06/12	Le Couteur	Treasury-Shared Services	Business Activity Statements	9/07/12



APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	203	26/06/12	Le Couteur	Treasury- Shared Services	ACTPS Workers' Compensation and Work Safety Improvement Plan	9/07/12
QON	204	26/06/12	Le Couteur	Treasury- Shared Services	Cloud computing	6/07/12
QON	205	26/06/12	Le Couteur	Treasury- Shared Services	Procurement process for big construction contracts	16/07/12
QON	206	26/06/12	Le Couteur	Treasury- Shared Services	Shared Services Operating statement - Supplies and Services	9/07/12
QON	207	26/06/12	Le Couteur	Treasury- Shared Services	Potential duplication of Human Resources services	16/07/12
QON	208	26/06/12	Le Couteur	Treasury- Shared Services	Proportion of tenders available to potential tenderers in electronic format	9/07/12
QON	209	26/06/12	Le Couteur	Treasury- Shared Services	Extension of mobile device capabilities	16/07/12
QON	210	26/06/12	Le Couteur	Treasury- Shared Services	Government ICT Security	17/07/12
QON	211	26/06/12	Le Couteur	Treasury- Shared Services	ICT recovery plans and testing	9/07/12
QON	212	26/06/12	Le Couteur	Treasury- Shared Services	Whole of Government Identify and Access management	6/07/12
QON	213	26/06/12	Le Couteur	Treasury- Shared Services	Social Procurement	23/07/12
QON	214	26/06/12	Le Couteur	Treasury- Shared Services	Shared Services Operating statement - Supplies and Services	9/07/12
QON	215	26/06/12	Le Couteur	Treasury- Shared Services	Upgrade/Replacement of ACT Govt HRIMS	9/07/12
QON	216	26/06/12	Le Couteur	Treasury- Shared Services	Shared Services Procurement	19/07/12
QON	217	26/06/12	Le Couteur	TAMSD	Full Time Equivalent Staff in TAMSD	17/07/12
QON	218	26/06/12	Le Couteur	ESDD	TuneUp Canberra Program	4/07/12
QON	219	26/06/12	Le Couteur	ESDD	Provision of Greenfield land	9/07/12
QON	220	26/06/12	Le Couteur	ESDD	New forms for notification regarding exempt developments be in use	9/07/12
QON	221	26/06/12	Le Couteur	ESDD	Annual cost and revenue (BP4, P311)	25/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	222	26/06/12	Le Couteur	ESDD	Taskforce to review Planning and Building Regulations	
QON	223	26/06/12	Le Couteur	ESDD	Building applications	9/07/12
QON	224	26/06/12	Seselja	EDD	Output funding	9/07/12
QON	225	26/06/12	Bresnan	Attorney-General	Point to Point speed cameras	16/07/12
QON	226	27/06/12	Hunter	Treasury-Shared Services	Citigroup Global markets Aus Pty Ltd	9/07/12
QON	227	27/06/12	Hunter	Treasury-Shared Services	ACT Treasury Modelling Capacity	6/07/12
QON	228	27/06/12	Hunter	Treasury-Shared Services	Fleet Leasing and Electric Vehicles	6/07/12
QON	229	27/06/12	Hunter	Treasury-Shared Services	Investment Management Agreement with QIC Private Capital Pty Ltd	9/07/12
QON	230	27/06/12	Hunter	Treasury-Shared Services	Contract Number 2011.16999.115	16/07/12
QON	231	27/06/12	Hunter	Treasury-Shared Services	Certification Processes	16/07/12
QON	232	27/06/12	Hunter	Treasury-Shared Services	Full Time Equivalent staff	16/07/12
QON	233	27/06/12	Hunter	ETD	Special needs	3/07/12
QON	234	27/06/12	Hunter	ETD	Support for CIT Year 12 Program and Students with Disabilities	11/07/12
QON	235	27/06/12	Hunter	ETD	Bruce CIT	11/07/12
QON	236	27/06/12	Hunter	ETD	Casual Staffing	11/07/12
QON	237	27/06/12	Hunter	Tourism, Sport and Recreation	Funding for the Canberra Capitals	6/07/12
QON	238	27/06/12	Hunter	Tourism, Sport and Recreation	Pools refurbishment program	6/07/12
QON	239	27/06/12	Hunter	EDD	Full Time Equivalent staff	9/07/12
QON	240	27/06/12	Hunter	ESDD	Full Time Equivalent staff	9/07/12
QON	241	27/06/12	Hunter	Corrections	Full Time Equivalent staff (redirected from ATSIA to Corrections dated 29 June 2012)	11/07/12
QON	242	27/06/12	Hunter	Attorney-General	Full Time Equivalent staff - JACS	12/07/12
QON	243	27/06/12	Hunter	ETD	Excellence and Enterprise	9/07/12
QON	244	27/06/12	Hunter	ETD	Water Refill station trail	10/07/12
QON	245	27/06/12	Hunter	ETD	Employer productivity contribution	10/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	246	27/06/12	Hunter	ETD	Cleaning contracts for Public schools	25/07/12
QON	247	27/06/12	Hunter	ETD	Full Time Equivalent staff	19/07/12
QON	248	27/06/12	Smyth	TAMSD	Pialligo stone quarries	12/07/12
QON	249	27/06/12	Smyth	EDD	Saving initiatives	9/07/12
QON	250	27/06/12	Rattenbury	TAMSD	ACT Government uptake of renewable energy	12/07/12
QON	251	27/06/12	Rattenbury	TAMSD	Funding for the Cotter catchment	11/07/12
QON	252	27/06/12	Rattenbury	TAMSD	Bushfire monitoring	11/07/12
QON	253	27/06/12	Rattenbury	TAMSD	Grazing at Jerrabomberra wetlands	10/07/12
QON	254	27/06/12	Rattenbury	TAMSD	Weed control in Lake Burley Griffin	6/07/12
QON	255	27/06/12	Rattenbury	TAMSD	Management of Nature reserves	17/07/12
QON	256	27/06/12	Rattenbury	TAMSD	Funding for Park Care Groups	10/07/12
QON	257	27/06/12	Rattenbury	TAMSD	Vertebrate Pest management	6/07/12
QON	258	27/06/12	Rattenbury	TAMSD	Pollution control in urban waterways	12/07/12
QON	259	27/06/12	Rattenbury	TAMSD	Funding for Pest Plant Management	12/07/12
QON	260	27/06/12	Hanson	Health	Hospital in the Home	19/07/12
QON	261	27/06/12	Hanson	Health	Saving initiatives	10/07/12
QON	262	27/06/12	Hanson	Health	Government Payment	12/07/12
QON	263	27/06/12	Hanson	Health	MRI Scanner	12/07/12
QON	264	27/06/12	Hanson	Health	Acute Beds	20/07/12
QON	265	27/06/12	Hanson	Health	Endoscopy	10/07/12
QON	266	27/06/12	Doszpot	Health	Nurses at special school in Canberra	12/07/12
QON	267	27/06/12	Bresnan	ETD	Skill and workforce development	
QON	268	27/06/12	Smyth	Attorney-General	Fuel reduction burns during a fire season	11/07/12
QON	269	27/06/12	Smyth	Attorney-General	Emergency alert system	6/07/12
QON	270	27/06/12	Smyth	Attorney-General	Rural fire services (RFS) facilities	9/07/12
QON	271	27/06/12	Smyth	ATSIA	Billabong Aboriginal Development Corporation	6/07/12
QON	272	27/06/12	Le Couteur	EDD	Land Policy and Infrastructure delivery	6/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	273	27/06/12	Le Couteur	EDD	Land Strategy and Infrastructure delivery	4/07/12
QON	274	27/06/12	Le Couteur	TAMSD	Land Strategy and Infrastructure delivery (redirect from Economic Development to TAMSD dated 29 June 2012)	12/07/12
QON	275	27/06/12	Le Couteur	EDD	Dower primary school site	4/07/12
QON	276	27/06/12	Le Couteur	Health	Dirty materials recovery facility at Mugga Lane	20/07/12
QTON	277	22/06/12	Bresnan	ETD	CIT - When was the Minister first briefed on the KMR report?	3/07/12
QTON	278	22/06/12	Hunter	ETD	CIT - What savings have been made from the implementation of environmental measures across CIT over the last few years?	3/07/12
QTON	279	22/06/12	Smyth	ETD	CIT - Mr Smyth asked for a comparison on student outcomes figures between 2010 and 2011	3/07/12
QTON	280	22/06/12	Smyth	ETD	CIT - Of the 7 reports of incidents that CIT is investigating 1 concerns bullying. Was the complaint concerning bullying reported after publication of the WorkSafe report?	3/07/12
QTON	281	22/06/12	Smyth	ETD	CIT - Total program enrolments for Government and non-Government funded for last 2 years	3/07/12
QTON	282	22/06/12	Hunter	ETD	CIT - How much is the market value of rent for Raiders land versus what they are actually charged?	3/07/12
QTON	283	26/06/12	Hargreaves	ETD	Comparisons with New South Wales teachers' salaries?	As per DLO, QTONs been answered.

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	284	26/06/12	Doszpot	ETD	Comparisons with New South Wales teachers' salaries	10/07/12
QTON	285	26/06/12	Doszpot	ETD	The service provider for this transport. (answered on hearings dated 27 June by Mr Whybrow P.1029)	27/06/12
QTON	286	26/06/12	Doszpot	ETD	School bus services - contractor (answered on hearings dated 27 June by Mr Whybrow P.1029)	27/06/12
QTON	287	26/06/12	Smyth	ETD	Car parks and traffic safety program	10/07/12
QTON	288	26/06/12	Smyth/Hunter	ETD	OH&S requirements by having non-compliant or substandard systems in our schools	11/07/12
QTON	289	26/06/12	Doszpot	ETD	ACT government schools do not have a dual-qualified teacher librarian?	19/07/12
QTON	290	21/06/12	Coe	Health	FTE for Gungahlin Community Health Service	28/06/12
QTON	291	21/06/12	Hunter	Health	Medical practice indemnity insurance costs	28/06/12
QTON	292	21/06/12	Smyth	Health	E Healthy Future	3/07/12
QTON	293	21/06/12	Smyth	Health	Mental health funding	12/07/12
QTON	294	21/06/12	Smyth	Health	Three categories of federal health, justice health and drug and alcohol services	29/06/12
QTON	295	21/06/12	Hanson	Health	Cancer services – What are the cancer services not provided in the ACT	28/06/12
QTON	296	21/06/12	Hunter	Health	Patient with ISP package	28/06/12
QTON	297	21/06/12	Bresnan	Health	Primary prevention make up the public health output	29/06/12
QTON	298	21/06/12	Bresnan	Health	Breakdown in spending for output 1.3	29/06/12
QTON	299	21/06/12	Bresnan	Health	Dental health program	28/06/12
QTON	300	21/06/12	Coe	Health	Bush healing Farm	29/06/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	301	21/06/12	Hunter	Health	National Partnership Agreement on Preventive Health	29/06/12
QTON	302	21/06/12	Smyth	Health	The national registration scheme for paramedics is being run by the WA Department of Health	29/06/12
QTON	303	21/06/12	Hanson	Health	Installation of the MRI	29/06/12
QTON	304	21/06/12	Hanson	Health	Hospital in home beds costing	20/07/12
QTON	305	21/06/12	Hargreaves	Health	Heart attack - smoking problem	28/06/12
QTON	306	21/06/12	Hargreaves	Health	Community program and about heart issues	28/06/12
QTON	307	21/06/12	Bresnan	Health	Preventable hospital admissions	28/06/12
QTON	308	20/06/12	Hunter	Attorney-General	Compliance with Worker's Compensation Policy	9/07/12
QTON	309	26/06/12	Coe	TAMSD	Driver Superannuation	10/07/12
QTON	310	26/06/12	Hunter	TAMSD	CCTV Interchanges	2/07/12
QTON	311	26/06/12	Smyth	TAMSD	Bus incidents	3/07/12
QTON	312	26/06/12	Smyth	TAMSD	MyWay Staff costs	3/07/12
QTON	313	26/06/12	Smyth	TAMSD	Trunk Radio network	17/07/12
QTON	314	26/06/12	Smyth	TAMSD	Realway passenger system spending	10/07/12
QTON	315	26/06/12	Bresnan	TAMSD	Enterprise services estimated outcomes	11/07/12
QTON	316	26/06/12	Bresnan	TAMSD	Revenue included in user charges	3/07/12
QTON	317	26/06/12	Bresnan	TAMSD	Usercharge revenue down	3/07/12
QTON	318	26/06/12	Coe	TAMSD	percentage of concessions	6/07/12
QTON	319	26/06/12	Bresnan	TAMSD	Bus advertising	6/07/12
QTON	320	26/06/12	Hunter	TAMSD	Adshell contract	6/07/12
QTON	321	26/06/12	Coe	TAMSD	Recharge award (MyWay)	3/07/12
QTON	322	26/06/12	Hunter	TAMSD	TAMSD Survey	3/07/12
QON	323	28/06/12	Smyth	CMCD	Communications	6/07/12
QON	324	28/06/12	Smyth	CMCD	Senior executive service	6/07/12
QON	325	28/06/12	Smyth	CMCD	Public interest disclosure	6/07/12
QON	326	28/06/12	Smyth	TAMSD	Capital Linen Services	11/07/12
QON	327	28/06/12	Smyth	TAMSD	Enterprise services estimated outcomes	11/07/12
QON	328	28/06/12	Seselja	CMCD	Canberra Centenary	6/07/12
QON	329	28/06/12	Seselja	CMCD	Executive staff	6/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	330	28/06/12	Seselja	CMCD	Delivery of One Government	6/07/12
QON	331	28/06/12	Seselja	CMCD	Our City, Our Community	6/07/12
QON	332	28/06/12	Seselja	Treasury	Program Reprioritisation (redirected from CMD to TD dated 2 July 2012)	9/07/12
QON	333	28/06/12	Seselja	CMCD	Staffing	6/07/12
QON	334	28/06/12	Seselja	CMCD	Targeted Assistance Strategy	9/07/12
QON	335	28/06/12	Seselja	CMCD	Advisers employed in the ACT Executive	6/07/12
QON	336	28/06/12	Seselja	CMCD	One Government and the AG report on ACTPLA Approvals	9/07/12
QON	337	29/06/12	Coe	TAMSD	Energy	10/07/12
QON	338	29/06/12	Coe	TAMSD	ACTION costs	10/07/12
QON	339	29/06/12	Coe	TAMSD	ACT Libraries	10/07/12
QON	340	29/06/12	Coe	Attorney-General	Registration and Licences (redirected from TAMs to JACS dated 2 July 2012)	11/07/12
QON	341	29/06/12	Coe	TAMSD	Road costs	6/07/12
QON	342	29/06/12	Coe	TAMSD	Canberra connect shopfronts	10/07/12
QON	343	29/06/12	Coe	TAMSD	Footpaths	17/07/12
QON	344	29/06/12	Coe	TAMSD	Waste collection	12/07/12
QON	345	29/06/12	Coe	TAMSD	Das enforcement officers	10/07/12
QON	346	29/06/12	Coe	TAMSD	Territory and Municipal Roads resurfaced	6/07/12
QON	347	29/06/12	Rattenbury	Attorney-General	Sentencing database	6/07/12
QON	348	29/06/12	Rattenbury	Attorney-General	ACT Policing - 100 enabling staff	9/07/12
QON	349	29/06/12	Rattenbury	Attorney-General	Thirty four X26 tasers	9/07/12
QON	350	29/06/12	Dunne	TAMSD	ACT Policing (redirected from AG to TAMSD dated 2 July 2012)	6/07/12
QTON	351	26/06/12	Bresnan	TAMSD	Patronised stops (Adshell)	3/07/12
QTON	352	26/06/12	Bresnan	TAMSD	ACTION Operations breakdown	3/07/12
QTON	353	25/06/12	Doszpot	CSD	NDIS Select Council meetings	11/07/12
QTON	354	25/06/12	Doszpot	CSD	Issues to the Human Rights Commissioner	10/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	355	25/06/12	Doszpot	CSD	Disability and Education work together in relation to children with high needs attending public schools	20/07/12
QTON	356	25/06/12	Hunter	CSD	Assess of service	11/07/12
QTON	357	25/06/12	Hunter	CSD	Disability services through government and non-government providers	11/07/12
QTON	358	25/06/12	Doszpot	CSD	Staff cuts	26/07/12
QTON	359	25/06/12	Bresnan	CSD	Applications for ISPs	16/07/12
QTON	360	25/06/12	Bresnan and Hargreaves	CSD	Client satisfaction survey for the last two years	11/07/12
QTON	361	25/06/12	Doszpot	CSD	A breakdown on Therapy ACT services	11/07/12
QTON	362	28/06/12	Bresnan	CSD	Drop in component of the Centres	10/07/12
QTON	363	28/06/12	Dunne	CSD	List and description of the waivers granted	10/07/12
QTON	364	28/06/12	Dunne	CSD	Holder childcare centre	11/07/12
QTON	365	28/06/12	Hunter	CSD	cost of the redesign of the Holder childcare centre	16/07/12
QTON	366	28/06/12	Dunne	CSD	Toilet at TOTEM repaired?	10/07/12
QTON	367	28/06/12	Dunne	CSD	Definitive list of programs and provided by the children and youth family support program	10/07/12
QTON	368	28/06/12	Coe	CSD	Supervised transport services, cost	10/07/12
QTON	369	28/06/12	Dunne	CSD	how old were OOHC / supervised transport debts and what was the amount?	10/07/12
QTON	370	28/06/12	Dunne	CSD	Co-contribution first raised with the sector	12/07/12
QON	371	29/06/12	Doszpot	CSD	Children & Young people's Equipment Loan Service	17/07/12
QON	372	29/06/12	Doszpot	CSD	Disability Services and Policy - Post School options	12/07/12
QON	373	29/06/12	Doszpot	CSD	Therapy in Schools program	11/07/12
QON	374	29/06/12	Doszpot	CSD	Accountability Indicators	20/07/12
QON	375	29/06/12	Doszpot	CSD	After school Care Program in ACT Special Schools	12/07/12



APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	376	29/06/12	Doszpot	CSD	Implementation of Equal remuneration case outcomes and related ACT Community Sector reforms	12/07/12
QON	377	29/06/12	Doszpot	CSD	Respite Services	20/07/12
QON	378	29/06/12	Doszpot	ETD	Interest subsidy scheme	9/08/12
QON	379	29/06/12	Doszpot	ETD	Public School funding	9/07/12
QON	380	29/06/12	Le Couteur	TAMSD	Waste and Recycling - "gate fee"	11/07/12
QON	381	29/06/12	Le Couteur	TAMSD	Waste and Recycling - dirty materials (redirected from TAMSD to ESD dated 4 Jul 2012)	12/07/12
QON	382	29/06/12	Le Couteur	TAMSD	Waste and Recycling - kerbside waste collection	6/07/12
QON	383	29/06/12	Le Couteur	ESDD	ACTSmart (redirected from TAMS to ESD dated 4 July 2012)	25/07/12
QON	384	29/06/12	Le Couteur	TAMSD	Accountability Indicators	12/07/12
QON	385	29/06/12	Le Couteur	TAMSD	Works around Legislative Assembly and Civic Square	17/07/12
QON	386	29/06/12	Le Couteur	TAMSD	Walking and cycling modelling and measurement	16/07/12
QON	387	29/06/12	Le Couteur	TAMSD	Urban Forest Management	12/07/12
QON	388	29/06/12	Le Couteur	TAMSD	Transport Indicators	12/07/12
QON	389	29/06/12	Le Couteur	TAMSD	Street furniture, path lighting and bike racks	19/07/12
QON	390	29/06/12	Le Couteur	TAMSD	Staffing	6/07/12
QON	391	29/06/12	Le Couteur	TAMSD	Road safety and visibility at roundabouts in Tuggeranong valley	12/07/12
QON	392	29/06/12	Le Couteur	TAMSD	Capital works program	19/07/12
QON	393	29/06/12	Le Couteur	TAMSD	Revitalisation of Civic and Braddon (Design)	19/07/12
QON	394	29/06/12	Le Couteur	TAMSD	Resource Management Plans	6/07/12
QON	395	29/06/12	Le Couteur	TAMSD	Mugga Lane Resource Management centre feasibility study	17/07/12
QON	396	29/06/12	Le Couteur	TAMSD	Mugga Lane Resource centre	6/07/12
QON	397	29/06/12	Le Couteur	TAMSD	Lighting networks costs	16/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	398	29/06/12	Le Couteur	TAMSD	Land management, questions further to QToNs	6/07/12
QON	399	29/06/12	Le Couteur	TAMSD	Landfill extension	12/07/12
QON	400	29/06/12	Le Couteur	TAMSD	Accountability Indicators	12/07/12
QON	401	29/06/12	Le Couteur	TAMSD	Loss of horse paddocks	11/07/12
QON	402	29/06/12	Le Couteur	TAMSD	New Gungahlin Drop-off centre	16/07/12
QON	403	29/06/12	Le Couteur	TAMSD	Funds for capital works design	17/07/12
QON	404	29/06/12	Le Couteur	TAMSD	Dog Processing by DAS	6/07/12
QON	405	29/06/12	Le Couteur	TAMSD	Design of walking works and urban spaces	11/07/12
QON	406	29/06/12	Le Couteur	ESDD	Cycle map (redirected from TAMs to ESD dated 4 Jul 2012)	12/07/12
QON	407	29/06/12	Le Couteur	TAMSD	Walking and Cycling Infrastructure	12/07/12
QON	408	29/06/12	Le Couteur	TAMSD	Cycling and walking infrastructure	12/07/12
QON	409	29/06/12	Le Couteur	TAMSD	Kerbside waste collection contract	10/07/12
QON	410	29/06/12	Le Couteur	TAMSD	Procurement processes	1/08/12
QON	411	29/06/12	Le Couteur	TAMSD	Service Demands on Canberra Connect	10/07/12
QON	412	29/06/12	Le Couteur	TAMSD	Bulky Waste Trial, trash pack collection	6/07/12
QON	413	29/06/12	Le Couteur	TAMSD	Accountability Indicators - 1.2e	12/07/12
QON	414	29/06/12	Le Couteur	TAMSD	Asset revaluation/impairment of assets	6/07/12
QON	415	29/06/12	Le Couteur	TAMSD	Funding for the official opening of the Arboretum	17/07/12
QON	416	29/06/12	Le Couteur	TAMSD	Public Liability Insurance	17/07/12
QTON	417	28/06/12	Smyth	IR	Submissions have been received during the public consultation on the Workers Compensations Amendment Bill 2010	11/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	418	28/06/12	Smyth	IR	Has any modelling work been done on what workers compensation premiums will be in the longer term?	11/07/12
QTON	419	28/06/12	Dunne	IR	How have injury rates moved in particular occupations? Have rates in some occupations reduced more than in others?	11/07/12
QTON	420	28/06/12	Smyth	IR	Reason for the \$3 million difference between the \$9.335 million 2011-12 budget and the \$12.037 million	17/07/12
QTON	421	29/06/12	Smyth	CSD	Can we have what the estimated was for this year and what the outcome was when you do that breakdown?	11/07/12
QTON	422	29/06/12	Bresnan	CSD	The risk management plan	19/07/12
QTON	423	29/06/12	Dunne	CSD	Waiting times for social housing maintenance.	12/07/12
QTON	424	29/06/12	Bresnan	CSD	Statute barred debt	11/07/12
QTON	425	29/06/12	Hunter	CSD	How many properties are we talking when we are talking \$6 million?	11/07/12
QTON	426	29/06/12	Smyth	CSD	Ms Porter's retirement villages bill	11/07/12
QTON	427	29/06/12	Smyth	CSD	Day-by-day breakdown, how many stalls on the Friday, the Saturday and the Sunday.	10/07/12
QTON	428	29/06/12	Hunter	CSD	YWCA Respect to Community	16/07/12
QTON	429	29/06/12	Smyth	CSD	Four categories of ageing, women, multicultural and Aboriginal Torres Strait affairs	6/07/12
QTON	430	29/06/12	Smyth	CSD	Computers at WIRC, when did they come into operation?	16/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	431	15/06/12	Smyth / Hargreaves	Community Group	Funding for students with disability in independent schools	28/06/12
QTON	432	28/06/12	Hunter	CSD	Capital Rollover and Capital works for 2011/12	12/07/12
QTON	433	26/06/12	Smyth	CMCD	Savings initiatives - employee expenses	3/07/12
QTON	434	26/06/12	Hunter	CMCD	Measuring our progress website	3/07/12
QTON	435	26/06/12	Smyth	CMCD	Revised indexation parameters	3/07/12
QTON	436	26/06/12	Bresnan	CMCD	Turnaround time standards for ministerial responses to correspondence	3/07/12
QTON	437	26/06/12	Smyth	CMCD	Employee expenses (Executive)	3/07/12
QTON	438	26/06/12	Coe	CMCD	Transition to five Executive (Ministers)	3/07/12
QTON	439	26/06/12	Smyth	CMCD	Return of savings from the Executive back to the Government	3/07/12
QTON	440	26/06/12	Coe	CMCD	Mobile phone policy for the Executive - allocation and payment plans	3/07/12
QTON	441	28/06/12	Smyth	Arts	Nolan Gallery	6/07/12
QTON	442	28/06/12	Bresnan	Arts	Funding for Tuggeranong and Belconnen	20/07/12
QTON	443	28/06/12	Le Couteur	Arts	Breakdown of Funding	10/07/12
QON	444	2/07/12	Hunter	CMCD	The Performance Council	9/07/12
QON	445	2/07/12	Hunter	CMCD	Accountability indicators across directorates	9/07/12
QON	446	2/07/12	Hunter	CMCD	Funding for the Ombudsman	6/07/12
QON	447	2/07/12	Hunter	CSD	Therapeutic protection orders	23/07/12
QON	448	2/07/12	Hunter	Women	Women's sport	12/07/12
QON	449	2/07/12	Le Couteur	TAMSD	Perpetual Care Trust Fund liability	12/07/12
QON	450	2/07/12	Le Couteur	TAMSD	Property allocated for interment purposes	10/07/12
QON	451	2/07/12	Le Couteur	TAMSD	Asset Revaluations	11/07/12
QON	452	2/07/12	Le Couteur	TAMSD	Accountability indicator (e)	17/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	453	2/07/12	Le Couteur	TAMSD	Government payment for outputs	17/07/12
QON	454	2/07/12	Le Couteur	TAMSD	Green Leasing Schemes	12/07/12
QON	455	2/07/12	Le Couteur	TAMSD	2012-13 Capital upgrades - property upgrades	12/07/12
QON	456	2/07/12	Le Couteur	TAMSD	Client and stakeholder satisfaction	10/07/12
QON	457	2/07/12	Rattenbury	ESDD	Fuel sales data	9/07/12
QON	458	2/07/12	Rattenbury	ESDD	Air quality monitoring and impacts	2/08/12
QON	459	2/07/12	Bresnan	CSD	Housing - facilities management contract	16/07/12
QON	460	2/07/12	Bresnan	CSD	Housing and Support Initiative	11/07/12
QON	461	2/07/12	Bresnan	CSD	Public housing stock	12/07/12
QON	462	2/07/12	Bresnan	CSD	Public housing energy efficiency	11/07/12
QON	463	2/07/12	Bresnan	CSD	Homelessness and 2011 Census data	12/07/12
QON	464	2/07/12	Bresnan	CSD	Taxi subsidy scheme	12/07/12
QON	465	2/07/12	Bresnan	TAMSD	Bus replacement program	12/07/12
QON	466	2/07/12	Bresnan	TAMSD	Demand responsive transport	13/07/12
QON	467	2/07/12	Bresnan	TAMSD	New ACTION timetable - 1	17/07/12
QON	468	2/07/12	Bresnan	TAMSD	New ACTION timetable - 2	17/07/12
QON	469	2/07/12	Bresnan	TAMSD	New ACTION timetable - 3	10/07/12
QTON	470	27/06/12	Smyth	ESDD - Heritage	Heritage applications	12/07/12
QTON	471	27/06/12	Smyth	ESDD - Heritage	Heritage Register - Lanyon	12/07/12
QTON	472	27/06/12	Smyth	ESDD - Heritage	Cupacumbalong	12/07/12
QTON	473	27/06/12	Smyth	ESDD - Heritage	Tralee Hut and Couranga Homestead	25/07/12
QTON	474	27/06/12	Hunter	ESDD	FTEs Break down	12/07/12
QTON	475	27/06/12	Bresnan	ESDD	Nature Conservation Act	12/07/12
QTON	476	27/06/12	Le Couteur	ESDD	Waste Strategy on Material Recovery Facility	12/07/12
QTON	477	27/06/12	Coe	ESDD	ACTSmart programs total expenditure	12/07/12
QTON	478	27/06/12	Coe	ESDD	ACTSmart programs budget allocation	12/07/12
QTON	479	27/06/12	Le Couteur	ESDD	Heat Audit	9/07/12
QTON	480	27/06/12	Bresnan	ESDD	ACTSmart Office and Business - recurring costs	12/07/12
QTON	481	27/06/12	Smyth	ESDD	Inner North Reticulations Program	25/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	482	27/06/12	Smyth	ESDD	Storm Water Replacement	23/07/12
QTON	483	27/06/12	Hunter	ESDD	ACTSmart Office and Business	12/07/12
QTON	484	27/06/12	Dunne	ESDD	Queanbeyan Sewerage Treatment Plant	
QTON	485	27/06/12	Dunne	ESDD	Water Resources Act	
QTON	486	27/06/12	Dunne	ESDD	Lake Burley Griffin	9/07/12
QTON	487	27/06/12	Hunter	ESDD	EPA - Staffing arrangements	9/07/12
QTON	488	27/06/12	Hunter	ESDD	EPA - ACT Pond Development	9/07/12
QTON	489	27/06/12	Dunne	ESDD	Monitoring of Blue Green Algae	25/07/12
QTON	490	27/06/12	Dunne	ESDD	Water Abstraction Charge (WAC)	12/07/12
QTON	491	27/06/12	Dunne	ESDD	Yowani Golf Club Water Abstraction Charges	17/07/12
QTON	492	27/06/12	Hunter	ESDD	Weathering the Change Action Plan 2 - Vulnerability Assessments	12/07/12
QTON	493	18/06/12	Bresnan	OCSE	The environmental pressures and issues evidenced in the latest ACT State Of the Environment Report	9/07/12
QTON	494	18/06/12	Hunter	OCSE	Commissioner's recommendation on community education	9/07/12
QTON	495	18/06/12	Hunter	OCSE	Managing urban development	9/07/12
QTON	496	18/06/12	Smyth	OCSE	Quality control standards for the proposed upgrade for Queanbeyan sewerage treatments	9/07/12
QTON	497	18/06/12	Smyth	OCSE	Government's response on any aspects of the operations or the quality control standards for the proposed upgrade for Queanbeyan sewerage treatments?	9/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	498	18/06/12	Smyth	OCSE	Implementation of recommendations of the and for results indicating improved health of Lake Burley Griffin	9/07/12
QTON	499	18/06/12	Bresnan	OCSE	The Commissioner's view on the construction of urban wetlands in terms of benefits to water quality	9/07/12
QTON	500	18/06/12	Hunter	OCSE	Report on the Canberra Nature Park (Nature Reserves) Molonglo River Corridor (Nature Reserves) and Googong Foreshores Investigation (July 2011)	9/07/12
QTON	501	18/06/12	Smyth	OCSE	Would it not have been reasonable since the last report for the state of the ACT environment to expect some progress instead of a deterioration?	9/07/12
QTON	502	27/06/12	Hunter	ETD	Students with a disability	6/07/12
QTON	503	27/06/12	Smyth	ETD	Breakdown is of the SCAN assessments	19/07/12
QTON	504	27/06/12	Hunter	ETD	Registration of non-government schools	11/07/12
QTON	505	27/06/12	Doszpot	ETD	Submissions from Brindabella Christian college, Canberra Christian college Molonglo, and Islamic school	11/07/12
QTON	506	27/06/12	Hunter	ETD	You were saying that you advertise in the paper. Is that the only place that you let people know that these processes are in train?	19/07/12
QTON	507	27/06/12	Hargreaves	ETD	How far it is between the two—between Melba high school and Copeland? (Answered on hearings dated 27 June by Mr Bray P.1056)	27/06/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	508	27/06/12	Doszpot	ETD	Social relationships with the older students	10/07/12
QTON	509	27/06/12	Hunter	ETD	Rundown of funding of sort of the government, non-government	
QTON	510	27/06/12	Doszpot	ETD	UC schools Annual report	11/07/12
QTON	511	27/06/12	Doszpot	ETD	Declining enrolment at Melba-Copeland	11/07/12
QTON	512	27/06/12	Doszpot	ETD	The number of eligible children with development delays and disabilities who attend an early intervention program is 400	11/07/12
QTON	513	20/06/12	Rattenbury	Attorney-General	Ombudsman's funding transfer to Chief Minister and Cabinet	3/07/12
QTON	514	20/06/12	Rattenbury	Attorney-General	Cost of hiring additional counsel for ACTGS	3/07/12
QTON	515	20/06/12	Smyth	Attorney-General	Breakdown of FTE gained and lost for 2012-13 by ongoing and non-ongoing	3/07/12
QTON	516	20/06/12	Smyth	Attorney-General	Rollovers delay	3/07/12
QTON	517	20/06/12	Smyth	Attorney-General	Public Trustee for the ACT IT systems upgrades	3/07/12
QTON	518	20/06/12	Hunter	Attorney-General	HRC's complaints handling project	3/07/12
QTON	519	20/06/12	Rattenbury	Attorney-General	NSW database disaggregation	3/07/12
QTON	520	20/06/12	Dunne	Attorney-General	Victims of Crime - payments re restitution orders and proceeds of crime	3/07/12
QTON	521	20/06/12	Smyth	Attorney-General	WorkSafe ACT referrals made to Health Directorate inspectors	3/07/12
QTON	522	20/06/12	Dunne	Attorney-General	Probate matter listing	3/07/12
QTON	523	20/06/12	Hargreaves	Attorney-General	Court fees collected in FY 2011-12 to date	3/07/12
QTON	524	20/06/12	Rattenbury	Attorney-General	Data in relation to consultation/forum shopping on court fees	3/07/12



APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QTON	525	20/06/12	Smyth	Attorney-General	Complaints about WorkSafe ACT staff conduct	3/07/12
QTON	526	20/06/12	Dunne	Attorney-General	Additional DPP staff for the Supreme Court Blitz	3/07/12
QTON	527	20/06/12	Dunne	Attorney-General	Breakdown of Courts FTE for 2011-12	3/07/12
QTON	528	25/06/12	Smyth	Attorney-General	Number of mental health-related incidents	3/07/12
QTON	529	25/06/12	Smyth	Attorney-General	Overtime in the ESA	3/07/12
QTON	530	25/06/12	Smyth	Attorney-General	ACT F&R staff leave	3/07/12
QTON	531	20/06/12	Rattenbury	Attorney-General (JACS)	Victims of Crime - restitution orders	5/07/12
QTON	532	20/06/12	Rattenbury	Attorney-General (JACS)	Sentencing database	5/07/12
QTON	533	25/06/12	Dunne	Attorney-General (JACS)	Reduction in government payments for outputs	5/07/12
QTON	534	25/06/12	Coe	Attorney-General (JACS)	Decrease of total cost of Directorate budget for the Courts	5/07/12
QTON	535	25/06/12	Smyth	Attorney-General (JACS)	Number of probate cases for each of the last three years	5/07/12
QTON	536	25/06/12	Smyth	Attorney-General (JACS)	Number of times a station has been closed for a shift over the last 12 months	5/07/12
QTON	537	25/06/12	Smyth	Attorney-General (JACS)	Breakdown of the \$3.7m identified as staffing related costs [for ESA]	5/07/12
QTON	538	25/06/12	Smyth	Attorney-General (JACS)	Breaches of the private-plated vehicles policy	6/07/12
QTON	539	25/06/12	Dunne	Attorney-General (JACS)	CLC capital costs	6/07/12
QTON	540	25/06/12	Dunne	Attorney-General	Unrecovered fines	9/07/12
QTON	541	2/07/12	Smyth	ATSIA	Billabong Aboriginal Development Corporation - Chronology of engagement	24/07/12
QON	542	3/07/12	Smyth	ATSIA	Billabong Aboriginal Development Corporation	24/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	543	3/07/12	Smyth	Auditor-General	AG report 2/2012 - Whole-of-Government (ICT) Security and Management & Services	30/07/12
QON	544	3/07/12	Dunne	IR	Industrial Relations - BP4 p38 & 42	17/07/12
QON	545	3/07/12	Bresnan	IR	Investment risk	17/07/12
QON	546	3/07/12	Bresnan	IR	Contribution Levy Payment Risk	17/07/12
QON	547	3/07/12	Bresnan	IR	Accountability Indicators	17/07/12
QON	548	3/07/12	Bresnan	IR	Workplace bullying	17/07/12
QON	549	3/07/12	Bresnan	IR	Employer Returns and Payments	17/07/12
QON	550	3/07/12	Dunne	TAMSD	Mulligans Flat Nature reserve (redirected from ESDD to TAMSD dated 10 Jul 2012)	17/07/12
QON	551	3/07/12	Le Couteur	ESDD	Release of the final "Waste Sustainable Energy Policy"	25/07/12
QON	552	3/07/12	Le Couteur	ESDD	Dirty materials recovery facility for the processing of organic waste	2/08/12
QON	553	3/07/12	Le Couteur	TAMSD	MRF for commercial and construction waste (redirected from ESDD to TAMSD dated 16 Jul 2012)	17/07/12
QON	554	3/07/12	Le Couteur	TAMSD	Materials recovery facility for dry mixed commercial waste (redirected from ESDD to TAMSD dated 16 Jul 2012)	17/07/12
QON	555	3/07/12	Le Couteur	ESDD	PricewaterhouseCoopers' report	2/08/12
QON	556	3/07/12	Le Couteur	ESDD	Review of Nature Conservation Act	25/07/12
QON	557	3/07/12	Le Couteur	ESDD	Heritage layer on ACTMapi	12/07/12
QON	558	3/07/12	Le Couteur	ESDD	Guidelines for development applications in heritage precincts	12/07/12
QON	559	3/07/12	Le Couteur	ESDD	Fuel sales data	9/07/12
QON	560	3/07/12	Le Couteur	ESDD	Air quality monitoring and impacts	2/08/12
QON	561	3/07/12	Seselja	ESDD	Energy	25/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	562	3/07/12	Seselja	ESDD	Canberra Centenary Project - 2020 Vision	25/07/12
QON	563	3/07/12	Seselja	ESDD	Capital delays	25/07/12
QON	564	3/07/12	Seselja	ESDD	Carbon Neutral Government initiative	25/07/12
QON	565	3/07/12	Seselja	ESDD	Canberra Centenary Project - 2020 Vision	23/07/12
QON	566	3/07/12	Seselja	ESDD	Feed-In Tariff scheme	12/07/12
QON	567	3/07/12	Hunter	Health	Federal Government Healthy Kids Check (redirected from Community Services to Health dated 6 Jul 2012)	20/07/12
QON	568	3/07/12	Hunter	CSD	Therapeutic protection orders	23/07/12
QON	569	3/07/12	Hunter	CSD	Accountability indicator (a)	10/07/12
QON	570	3/07/12	Hunter	CSD	Youth Connection Service	11/07/12
QON	571	3/07/12	Bresnan	CSD	Asset revaluations	11/07/12
QON	572	3/07/12	Bresnan	CSD	Gains from sale of properties	11/07/12
QON	573	3/07/12	Bresnan	CSD	Share of operating result from Joint Venture accounted for using the Equity Method	12/07/12
QON	574	3/07/12	Bresnan	CSD	Asylum Seekers	
QON	575	3/07/12	Hunter	CSD	Child and Family Centre Program	10/07/12
QON	576	4/07/12	Hunter	CSD	Strengthening Care and Protection Services	20/07/12
QON	577	4/07/12	Le Couteur	Arts	Employee Expenses	20/07/12
QON	578	4/07/12	Le Couteur	Arts	Income and expenditure	16/07/12
QON	579	4/07/12	Le Couteur	Arts	Asset Revaluation	16/07/12
QON	580	4/07/12	Le Couteur	Arts	Asset Management plan	20/07/12
QON	581	4/07/12	Le Couteur	Arts	Accountability indicators	16/07/12
QON	582	4/07/12	Le Couteur	Arts	Capital works	12/07/12
QON	583	4/07/12	Le Couteur	Arts	Accountability indicators	24/07/12
QON	584	4/07/12	Hunter	CSD	Reception centre	20/07/12
QON	585	4/07/12	Hunter	CSD	Accountability indicators	16/07/12
QON	586	4/07/12	Rattenbury	OCSE	Acting Commissioner	11/07/12
QON	587	4/07/12	Seselja	OCSE	Annual budget	11/07/12
QON	588	4/07/12	Hunter	OCSE	When the Commissioner is away?	11/07/12

## SELECT COMMITTEE ON ESTIMATES 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	589	4/07/12	Hunter	CSD	The provision of transport and supervised care services	20/07/12
QON	590	5/07/12	Doszpot	Multicultural Affairs	Register of Multicultural Advisers	2/08/12
QON	591	5/07/12	Doszpot	Multicultural Affairs	Interpreter Services	2/08/12
QON	592	5/07/12	Doszpot	Multicultural Affairs	Theo Notaris Multicultural Centre	16/07/12
QON	593	5/07/12	Doszpot	Multicultural Affairs	ACT Tibetan Buddhist Society	20/07/12
QTON	594	28/06/12	Coe	Corrections	RFID hardware	9/07/12
QTON	595	20/06/12	Bresnan	Attorney-General	Disaggregation of Court Fees	9/07/12
QTON	596	20/06/12	Coe	Attorney-General	Costs for appointment of a judge	9/07/12
QON	597	10/07/12	Smyth	Health	Adult mental health inpatient unit	27/07/12
QON	598	11/07/12	Hanson	Health	EDIS passwords	27/07/12
QON	599	11/07/12	Hanson	Health	EDIS passwords	
QON	600	11/07/12	Hanson	Health	Emergency Department cost	20/07/12
QON	601	11/07/12	Hanson	Health	EDIS levels	27/07/12
QON	602	11/07/12	Hanson	Health	Use of emergency department data	27/07/12
QON	603	11/07/12	Hanson	Health	Staff Culture Survey	20/07/12
QON	604	11/07/12	Hanson	Health	Review of Governance by professor Mick Reid	20/07/12
QON	605	11/07/12	Hanson	Health	Director of Data Integrity	20/07/12
QON	606	11/07/12	Hanson	Health	Name disclosure	20/07/12
QON	607	11/07/12	Hanson	Health	Health Funding Envelope	19/07/12
QON	608	11/07/12	Hanson	Health	Emergency Department funding	27/07/12
QON	609	11/07/12	Hanson	Health	Fast Track	19/07/12
QTON	610	28/06/12	Coe	Corrections	Purchasing a stand-alone duress alarm system	11/07/12
QTON	611	28/06/12	Hanson	Corrections	Assaults by sentenced prisoners against remandees	11/07/12
QTON	612	28/06/12	Smyth	Corrections	Threats against officers' families	11/07/12
QTON	613	28/06/12	Smyth	Corrections	Assaults against officer in the first 6 months of 2012	11/07/12
QON	614	11/07/12	Smyth	Health	Acute services	19/07/12

APPROPRIATION BILL 2012-2013 AND  
APPROPRIATION (OFFICE OF THE LEGISLATIVE ASSEMBLY) BILL 2012-2013

Type of questions	No	Received / hearings date	Asked by	Directorate / Portfolio	Subject	Answer date
QON	615	11/07/12	Smyth	Health	Emergency Department	20/07/12
QTON	616	15/06/12	Smyth / Hunter	Community Group	Alcohol, tobacco and other drug services provided by the ACT non-government sector	11/07/12
QTON	617	25/06/12	Rattenbury	Attorney-General	Commonwealth projections for ACT Policing accord	11/07/12
QTON	618	5/07/12	Coe	Health	Multiple log-ons	
QTON	619	5/07/12	Coe	Health	Audit trail information	27/07/12
QTON	620	5/07/12	Smyth	Health	Log-on to EDIS	
QTON	621	5/07/12	Hunter	Health	Outside of the ED, who can enter the system and change data or enter data?	
QTON	622	5/07/12	Smyth	Health	PwC: precise methodology used in the audit	27/07/12
QTON	623	27/06/12	Smyth / Hunter	ETD	Repairs and Maintenance	19/07/12
QTON	624	27/06/12	Doszpot	ETD	Special needs transport	19/07/12
QTON	625	27/06/12	Smyth	ETD	Pattern of school expansions	19/07/12
QTON	626	27/06/12	Hunter	ETD	Progress report on the Disability Education Strategic Plan	19/07/12
QTON	627	27/06/12	Hargreaves	ETD	List of people who participated in the roundtables - Review of Funding or Schooling	19/07/12
QTON	628	27/06/12	Bresnan	ETD	Number of students with a disability from both mainstream and special schools graduating in 2012	19/07/12
QTON	629	27/06/12	Hargreaves	ETD	Interest subsidy scheme - list of schools still utilising	19/07/12

