

**SPECIAL BROADCASTING
SERVICE CORPORATION**

Agency resources and planned
performance

SPECIAL BROADCASTING SERVICE CORPORATION

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SPECIAL BROADCASTING SERVICE CORPORATION

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION

The Special Broadcasting Service Corporation (SBS) is a national broadcasting service that provides multicultural and multilingual services that inform, educate and entertain all Australians. Its mission is to contribute to a more cohesive, equitable and harmonious Australia through its television, radio and online services. SBS occupies a unique place in broadcasting in Australia and the world.

SBS is an integral part of the Australian broadcasting industry. This national television service is broadcast in both analog and digital (including standard and high definition) mode and is viewed by around 8 million Australians each week. Around half of the programming on the SBS main channel service is in languages other than English. With extensive access to international and local program makers and suppliers, programs are culturally and linguistically diverse and made accessible to all Australians through English language subtitling.

The radio service broadcasts in 68 languages on a network which includes two frequencies in Sydney, Melbourne, Canberra and Wollongong, as well as a national signal in the other capital cities, major regional centres and an increasing number of transmitters servicing other regional areas and remote areas. SBS also has a significant online presence with news, sport and entertainment sites related to SBS programming.

SBS has identified the following strategic priorities:

- To provide content that is relevant to all Australians by strengthening SBS' slate of original, distinctive, Australian and international multicultural programming across television, radio and online. This will be achieved by commissioning more Australian content, offering a broad range of programming including multichannel services and continuing to provide multilingual programming across all platforms;
- To focus attention on growing audiences and revenues while managing costs to ensure that SBS continues to provide improved services to audiences by realising the commercial opportunities afforded by the *Special Broadcasting Service Act 1991* (the SBS Act) and, where possible, increasing efficiencies through outsourcing and investment in new technologies;
- To be agile so that SBS can respond to a rapidly changing media environment through the continued integration of existing television, radio and online services.

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In addition, SBS will explore opportunities on new platforms that will enable it to reach more Australians.; and

- To build stronger relationships and partnerships with external stakeholders by continuing to focus on building Australia's creative talent through support of the Australian independent production sector.

SBS is innovative, takes risks with original content and is committed to quality broadcasting whatever the delivery platform. SBS consistently performs exceptionally well given its resources, and attracts discerning and committed audiences.

The media landscape in Australia and, indeed the world, is fundamentally changing. Broadcasters are no longer able to dictate to an audience what they should watch or listen to and when. The improvements to, and increased take-up of, broadband services and the move to digital technology for radio and television have opened the way for a wide variety of content to be delivered over an ever-increasing array of devices. Consumers can source content from a myriad of suppliers all around the world, and consequently expect high standards from media organisations.

SBS aims to embrace the opportunities thrown up by global technological shifts and the largest shake-up of the Australian media landscape in two decades. Most importantly, SBS must constantly find new ways to offer all Australians the chance to explore the real, multicultural Australia.

This presents challenges for Australia's media industry but, more importantly, it gives rise to opportunities for quality content providers such as SBS, to meet audience requirements for integrated digital cross-platform offerings.

The key directions outlined above will be pursued during 2009-10 and into the next triennium.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by departmental classification. The total revenue from Government for the SBS in the 2009-10 Budget is \$207.5 million, including an equity injection of \$4.9 million. The digital transmission and distribution revenue has been adjusted to reflect actual contractual arrangements and the anticipated rollout schedule.

Table 1.1: SBS resource statement — Budget estimates for 2009-10 as at Budget May 2009

Source	Estimate of prior ⁺ year amounts available in 2009-10 \$'000	Proposed at Budget ⁼ 2009-10 \$'000	Total Estimate 2009-10 \$'000	Actual Available Appropriation 2008-09 \$'000
Opening Balance/Reserves at Bank	2,589		2,589	
REVENUE FROM GOVERNMENT				
Ordinary Annual Services¹				
Outcome 1	-	202,589	202,589	191,459
Total ordinary annual services	-	202,589	202,589	191,459
Other services²				
<i>Non-Operating</i>	-	4,890	4,890	2,586
<i>SBS Loan</i>	-	-	-	15,000
Total other services	-	4,890	4,890	17,586
Total Annual Appropriations	-	207,479	207,479	209,045
Total Funds from Government	-	207,479	207,479	209,045
FUNDS FROM OTHER SOURCES				
Interest	-	500	500	2,285
Royalties	-	3,800	3,800	4,632
Sale of goods and services	-	93,816	93,816	68,274
Other	-	6,971	6,971	6,878
Total	-	105,087	105,087	82,069
Total net resourcing for SBS	2,589	312,566	315,155	291,114

All figures are GST exclusive

SBS is not directly appropriated as it is a CAC Act body. Appropriations are made to the Department of Broadband, Communications and the Digital Economy which are then paid to SBS and are considered 'departmental' for the SBS.

1 Appropriation Bill (No 1) 2009-10.

2 Appropriation Bill (No 2) 2009-10.

1.3 BUDGET MEASURES

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

Table 1.2: SBS 2009-10 Budget measures

	Program	2008-09 \$'000	2009-10 \$'000	2010-11 \$'000	2011-12 \$'000	2012-13 \$'000
Expense measures						
Special Broadcasting Service Corporation						
- base funding	1.1,1.2					
Departmental ¹		-	-	-	-	-
Total		-	-	-	-	-
Special Broadcasting Service Corporation						
- additional funding	1.1					
Departmental		-	4,000	5,000	11,000	-
Total		-	4,000	5,000	11,000	-
Australian Broadcasting Corporation and Special Broadcasting Service Corporation						
- cessation of analog television simulcasting	1.3					
Departmental		-	-	(271)	(3,588)	-
Total		-	-	(271)	(3,588)	-
Australian Broadcasting Corporation and Special Broadcasting Service Corporation						
- distribution and transmission efficiencies	nfp					
Departmental		-	nfp	nfp	nfp	-
Total ²		-	nfp	nfp	nfp	-
Total expense measures						
Departmental		-	4,000	4,729	7,412	-
Total		-	4,000	4,729	7,412	-

1 The following funding will be provided to SBS: \$118.730m in 2009-10; \$120.596m in 2010-11; and \$123.311m in 2011-12. As provision for this funding has already been included in the forward estimates, it has no net budget impact.

2 Totals do not include the Departmental savings which are not for publication ('nfp') to protect the national broadcasters' future negotiating position.

1.4 TRANSITION FROM OUTCOMES AND OUTPUTS TO OUTCOMES AND PROGRAMS

From the 2009-10 Budget, all General Government Sector (GGS) entities will be reporting on a program basis. The table below outlines the transition from the 2008-09 Budget year (as at Additional Estimates) which was presented in outputs and output groups, to the program reporting framework used for the 2009-10 Budget. The table also captures revisions made to General Government Sector outcome statements under the Operation Sunlight Outcome Statements Review.

Figure 2: Transition table

Transition from Outputs to Programs Framework

2008-09 Budget year

Outcome 1: Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia's multicultural society

Output Group 1.1: Television
Departmental Outputs: <i>Output 1.1: Television</i>

Output Group 1.2: Radio
Departmental Outputs: <i>Output 1.2: Radio</i>

Output Group 1.3: Analogue Transmission and Distribution
Departmental Outputs: <i>Output 1.3: Analogue Transmission and Distribution</i>

Output Group 1.4: Digital Transmission and Distribution
Departmental Outputs: <i>Output 1.4: Digital Transmission and Distribution</i>

2009-10 Budget year

Outcome 1: Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia's multicultural society

Program 1.1: Television
Program Support

Program 1.2: Radio
Program Support

Program 1.3: Analog Transmission and Distribution
Program Support

Program 1.4: Digital Transmission and Distribution
Program Support

Section 2: Outcomes and planned performance

2.1 OUTCOMES AND PERFORMANCE INFORMATION

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

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

Outcome 1: Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia's multicultural society

Outcome 1 Strategy

SBS will achieve this outcome through the following strategic priorities, identified by the SBS Board:

- Provide content that is relevant to all Australians by strengthening SBS' slate of original, distinctive, Australian and international multicultural programming across Television, Radio and Online by:
 - launching SBS2, a full service digital multi-channel, offering a broad range of programming; and
 - continuing to provide multilingual programming across all platforms, especially radio (both via online and the launch of digital radio in 2009).
- Focus attention on growing revenues while managing costs to ensure that investment in SBS grows and continues to provide improved services to audiences by:
 - increasing efficiencies through outsourcing and investment in new technologies such as a fully digital newsroom in 2009; and
 - utilising the commercial opportunities afforded by the *SBS Act*.
- Be agile so that SBS can react to a rapidly changing media environment by:
 - integration of Television, Radio and Online while also examining new platforms that will reach more Australians; and

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- looking outside SBS to incorporate the best from both the public and commercial broadcasting sectors.
- Work to build stronger relationships and partnerships with external stakeholders who will assist us in providing improved services in the digital age by:
 - continuing to focus on building Australia’s creative talent through support of the Australian independent production sector; and
 - identifying strategic partners who can provide access to new technologies and expertise.

Outcome 1 Resource statement

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

Table 2.1: Total expenses for Outcome 1

Outcome 1: Provide multilingual and multicultural services that inform, educate and entertain all Australians and in so doing reflect Australia's multicultural society	2008-09 Estimated Actual Expenses \$'000	2009-10 Estimated Expenses \$'000
Program 1.1: Television		
Revenue from Government		
Ordinary Annual Services (Appropriation Bill No. 1)	90,361	96,788
Revenues from other Independent Sources	56,855	82,468
Total for Program 1.1	147,216	179,256
Program 1.2: Radio		
Revenue from Government		
Ordinary Annual Services (Appropriation Bill No. 1)	22,590	23,197
Revenues from other Independent Sources	14,215	15,261
Total for Program 1.2	36,805	38,458
Program 1.3: Analogue Transmission and Distribution		
Revenue from Government		
Ordinary Annual Services (Appropriation Bill No. 1)	17,919	18,441
Revenues from other Independent Sources	6,524	6,721
Total for Program 1.3	24,443	25,162
Program 1.4: Digital Transmission and Distribution		
Revenue from Government		
Ordinary Annual Services (Appropriation Bill No. 1)	60,589	63,666
Revenues from other Independent Sources	497	-
Total for Program 1.4	61,086	63,666
Total Expenses for Outcome 1	269,550	306,542
	2008-09	2009-10
Average Staffing Level (number)	807	820

Note: Departmental revenue from Government splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

Contributions to Outcome 1

Program 1.1: Television

Program objective

Delivering multilingual and multicultural television services that reflect Australia's multicultural society.

Program expenses

	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
(\$'000)					
Annual Departmental Expenses:					
Departmental Item	90,361	96,788	99,145	107,173	109,268
Expenses not requiring Appropriation in the Budget year	56,855	82,468	75,966	81,366	89,068
Total Departmental Expenses	147,216	179,256	175,111	188,539	198,336

Program 1.1 Deliverables

- Programs aligned with Australia's multicultural society and perspective.
- Broadcasting in languages other than English.

Program 1.1 Key performance indicators

- Accessibility of programs to all Australians.
- Program performance indicators as per the below table.

Key Performance Indicators	2008-09 Revised budget	2009-10 Budget target	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Audience reach data, using the average weekly reach figure	96.65%	96.65%	96.65%	96.65%	96.65%
Number of hours of subtitled programs broadcast	458 hrs	458 hrs	458 hrs	458 hrs	458 hrs
Number of hours of locally commissioned programs broadcast	120hrs	120hrs	136hrs	150hrs	150hrs

Program 1.2: Radio**Program objective**

Delivering multilingual and multicultural radio services that reflect Australia's multicultural society.

Program expenses

	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
(\$'000)					
Annual Departmental Expenses:					
Departmental Item	22,590	23,197	23,536	24,043	24,515
Expenses not requiring Appropriation in the Budget year	14,215	15,261	17,994	20,340	22,267
Total Departmental Expenses	36,805	38,458	41,530	44,383	46,782

Program 1.2 Deliverables

- Programs aligned with Australia's multicultural society and perspective.
- Broadcast in languages other than English.

Program Deliverables	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Deliverables					
Unique broadcast hours	15,912	15,912	15,912	15,912	15,912

Program 1.2 Key Performance Indicators

- Listener and community feedback.
- Audience surveys.
- Program performance indicators as per the below table.

Key Performance Indicators	2008-09 Revised budget	2009-10 Budget Target	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Percentage of broadcasts in languages other than English	85%	85%	85%	85%	85%

Program 1.3: Analog Transmission and Distribution

Program objective

To make SBS analog television and radio available to all Australians.

Program expenses

	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
('000)					
Annual Departmental Expenses:					
Departmental Item	17,919	18,441	18,486	15,566	12,255
Expenses not requiring Appropriation in the Budget year	6,524	6,721	6,925	6,981	3,490
Total Departmental Expenses	24,443	25,162	25,411	22,547	15,745

Program 1.3 Deliverables

- Maintain availability of analog signal in line with analog switch off timetable.

Program 1.3 Key Performance Indicators

- Measure of fault free transmission time (by fault management system reported daily and monthly, including but not limited to level of transmitter power).
- Logging and response to viewer calls regarding transmission.
- Program performance indicators as per the below table.

Key Performance Indicators	2008-09 Revised budget	2009-10 Budget Target	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Aggregate performance measured by availability of analog signal	99.75%	99.75%	99.75%	99.75%	99.75%
Population reach (of remaining analog service areas)	96.90%	96.90%	96.90%	96.90%	96.90%

Program 1.4: Digital Transmission and Distribution

Program objective

To make SBS digital television and radio available to all Australians.

Program expenses

	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
(\$'000)					
Annual Departmental Expenses:					
Departmental Item	60,589	63,666	64,228	64,458	65,173
Expenses not requiring Appropriation in the Budget year	497	-	-	-	-
Total Departmental Expenses	61,086	63,666	64,228	64,458	65,173

Program 1.4 Deliverables

- Maintaining and improving the availability of SBS' digital transmissions.
- Extending the reach of SBS' digital network.
- To implement Digital Audio Broadcast of SBS radio services (coverage in 5 capital cities planned).

Program 1.4 Key Performance Indicators

- Measure of fault free transmission time (by fault management system reported daily and monthly, including but not limited to level of transmitter power).
- Logging and response to viewer calls regarding transmission.
- Program performance indicators as per the below table.

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Key Performance Indicators	2008-09 Revised budget	2009-10 Budget Target	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Aggregate performance measured by availability of digital television signal	99.83%	99.84%	99.85%	99.86%	99.87%
Population reach	96.40%	96.50%	96.60%	96.70%	96.80%
Percentage of Australian Population reached by digital radio	0%	55.3%	55.3%	55.3%	55.3%
Aggregate performance measured by availability of digital radio signal	0%	99%	99.10%	99.20%	99.30%
Number of services commenced for digital radio	-	5	5	5	5

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents explanatory tables and budgeted financial statements which provide a comprehensive snapshot of agency finances for the budget year 2009-10. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between appropriations and program expenses, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.3 Australian Government Indigenous Expenditure

Table 3.1.3: Australian Government Indigenous Expenditure

	Appropriations				Other	Total	Program
	Bill No. 1 \$'000	Bill No. 2 \$'000	Special Approp \$'000	Total Approp \$'000			
Special Broadcasting Service							
Outcome 1							
Departmental 2009-10	3,010	-	-	3,010	-	3,010	1.1,1.2
<i>Departmental 2008-09</i>	<i>4,237</i>	-	-	<i>4,237</i>	-	<i>4,237</i>	<i>1.1,1.2</i>
Total Outcome 2009-10	3,010	-	-	3,010	-	3,010	
<i>Total Outcome 2008-09</i>	<i>4,237</i>	-	-	<i>4,237</i>	-	<i>4,237</i>	
Total Departmental 2009-10	3,010	-	-	3,010	-	3,010	
<i>Total Departmental 2008-09</i>	<i>4,237</i>	-	-	<i>4,237</i>	-	<i>4,237</i>	
Total AGIE 2009-10	3,010	-	-	3,010	-	3,010	
<i>Total AGIE 2008-09</i>	<i>4,237</i>	-	-	<i>4,237</i>	-	<i>4,237</i>	

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.2 Analysis of budgeted financial statements

SBS is forecasting a surplus of \$1.1 million for 2009-10.

Total revenue is budgeted at \$307.7 million for the year. The main source of revenue is derived from Government funding. The other source of revenue is largely generated through the sale of goods and services most of which is advertising revenue. The sale of goods and services amount for 2009-10 is forecast to be \$93.8 million. This includes anticipated sale of goods and services revenue related to the broadcast of major sporting events in 2009-10.

The proportion of total revenue obtained from Government sources is budgeted to be 65.8% in 2009-10.

The main expenses from ordinary activities are costs related to employees and suppliers. The suppliers' expenses are \$185.0 million for 2008-09 and \$216.6 million for 2009-10. The finance costs are related to Commonwealth borrowings for the Artarmon Building, sporting events rights and infrastructure works related to digital broadcasting. For 2009-10, the budgeted interest amount is \$1.2 million. This will gradually decline in future years as the loan principal is repaid.

SBS' budgeted total assets for 2009-10 are \$242.4 million which consist of \$50.9 million in financial assets and \$191.5 million in non-financial assets. Total current assets and non-current assets are budgeted at \$113.2 million and \$129.2 million respectively.

Total liabilities for 2009-10 are budgeted at \$79.2 million.

For the budget year 2009-10, there is no material change in the cash held at the end of the reporting period from the cash held at the beginning of the reporting period.

3.2.3 Budgeted financial statements tables

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

	Estimated actual 2008-09 \$'000	Budget estimate 2009-10 \$'000	Forward estimate 2010-11 \$'000	Forward estimate 2011-12 \$'000	Forward estimate 2012-13 \$'000
EXPENSES					
Employee benefits	76,636	79,362	82,695	85,589	88,585
Supplier	185,005	216,596	212,174	223,230	226,585
Depreciation and amortisation	7,000	9,381	10,500	10,500	10,500
Finance costs	839	1,203	911	608	366
Foreign exchange losses	70	-	-	-	-
Total expenses	269,550	306,542	306,280	319,927	326,036
LESS:					
OWN-SOURCE INCOME					
Revenue					
Sale of goods and rendering of services	68,274	93,816	89,902	97,333	107,517
Interest	2,285	500	500	500	500
Other revenue	11,510	10,771	11,473	12,231	9,580
Share of surplus of associates	561	-	-	-	-
Total revenue	82,630	105,087	101,875	110,064	117,597
Net cost of (contribution by) services	186,920	201,455	204,405	209,863	208,439
Revenue from government	191,459	202,589	205,395	211,240	211,211
Surplus (Deficit)	4,539	1,134	990	1,377	2,772
Surplus (Deficit) attributable to the Australian Government	4,539	1,134	990	1,377	2,772
Total comprehensive income attributable to the Australian Government	4,539	1,134	990	1,377	2,772

Prepared on Australian Accounting Standards basis.

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

	Estimated actual 2008-09 \$'000	Budget estimate 2009-10 \$'000	Forward estimate 2010-11 \$'000	Forward estimate 2011-12 \$'000	Forward estimate 2012-13 \$'000
ASSETS					
Financial assets					
Cash and equivalents	2,589	1,883	104	1,438	2,409
Trade and other Receivables	15,393	20,970	15,536	15,836	15,836
Investments accounted for under the equity method	4,565	4,565	4,565	4,565	4,565
Investments	41,380	23,510	20,510	7,510	10
Total financial assets	63,927	50,928	40,715	29,349	22,820
Non-financial assets					
Land and buildings	64,526	63,058	61,590	60,122	58,654
Infrastructure, plant and equipment	25,185	36,941	39,069	45,281	49,940
Inventories	69,809	71,895	75,601	69,971	66,351
Intangibles	11,804	15,135	13,975	12,795	11,615
Other	15,273	4,469	2,831	8,831	11,831
Total non-financial assets	186,597	191,498	193,066	197,000	198,391
Total assets	250,524	242,426	233,781	226,349	221,211
LIABILITIES					
Interest bearing liabilities					
Loans	23,754	18,009	12,094	6,000	3,000
Total interest bearing liabilities	23,754	18,009	12,094	6,000	3,000
Provisions					
Employees	15,870	15,970	16,070	16,170	16,270
Other	29,126	23,994	19,559	12,567	7,557
Total provisions	44,996	39,964	35,629	28,737	23,827
Payables					
Suppliers	23,090	19,603	17,041	16,241	16,241
Other	1,459	1,601	1,863	2,021	2,021
Total payables	24,549	21,204	18,904	18,262	18,262
Total liabilities	93,299	79,177	66,627	52,999	45,089
Net assets	157,225	163,249	167,154	173,350	176,122

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

	Estimated actual 2008-09 \$'000	Budget estimate 2009-10 \$'000	Forward estimate 2010-11 \$'000	Forward estimate 2011-12 \$'000	Forward estimate 2012-13 \$'000
EQUITY*					
Parent entity interest					
Contributed equity	85,156	90,046	92,961	97,780	97,780
Reserves	37,943	37,943	37,943	37,943	37,943
Retained surpluses or accumulated deficits	34,126	35,260	36,250	37,627	40,399
Total parent entity interest	157,225	163,249	167,154	173,350	176,122
Total equity	157,225	163,249	167,154	173,350	176,122
Current assets	119,064	113,217	106,073	106,078	106,430
Non-current assets	131,460	129,209	127,709	120,273	114,784
Current liabilities	49,553	43,487	40,047	39,369	39,492
Non-current liabilities	43,746	35,690	26,580	13,631	5,599

Prepared on Australian Accounting Standards basis.

* Note: 'equity' is the residual interest in assets after deduction of liabilities.

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

	Estimated actual 2008-09 \$'000	Budget estimate 2009-10 \$'000	Forward estimate 2010-11 \$'000	Forward estimate 2011-12 \$'000	Forward estimate 2012-13 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	73,419	92,219	99,434	102,283	117,097
Appropriations	191,459	202,590	205,396	211,240	211,210
Interest	4,185	2,590	950	500	500
GST	18,158	16,990	17,554	19,107	20,337
Total cash received	287,221	314,389	323,334	333,130	349,144
Cash used					
Employees	75,857	78,483	82,595	85,489	88,485
Suppliers	203,524	212,706	214,151	224,355	234,582
Borrowing costs	652	1,111	812	505	257
GST	18,305	16,810	17,554	19,107	20,337
Other	1,423	-	-	-	-
Total cash used	299,761	309,110	315,112	329,456	343,661
Net cash from or (used by) operating activities	(12,540)	5,279	8,222	3,674	5,483
INVESTING ACTIVITIES					
Cash received					
Investments	42,800	42,800	21,000	33,000	11,000
Total cash received	42,800	42,800	21,000	33,000	11,000
Cash used					
Purchase of property, plant and equipment	19,070	23,000	10,000	14,064	12,511
Investments	25,500	24,930	18,000	20,000	-
Total cash used	44,570	47,930	28,000	34,064	12,511
Net cash from or (used by) investing activities	(1,770)	(5,130)	(7,000)	(1,064)	(1,511)

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

	Estimated actual 2008-09 \$'000	Budget estimate 2009-10 \$'000	Forward estimate 2010-11 \$'000	Forward estimate 2011-12 \$'000	Forward estimate 2012-13 \$'000
FINANCING ACTIVITIES					
Cash received					
Appropriations - contributed equity	2,586	4,890	2,915	4,819	-
Cash received from borrowings	15,000	-	-	-	-
Total cash received	17,586	4,890	2,915	4,819	-
Cash used					
Repayments of debt	2,588	5,745	5,915	6,095	3,000
Total cash used	2,588	5,745	5,915	6,095	3,000
Net cash from or (used by) financing activities	14,998	(855)	(3,000)	(1,276)	(3,000)
Net increase or (decrease) in cash held	688	(706)	(1,778)	1,334	972
Cash at the beginning of the reporting period	1,970	2,588	1,882	104	1,438
Effect of exchange rate movements on cash at the beginning of reporting period	(70)	-	-	-	-
Cash at the end of the reporting period	2,588	1,882	104	1,438	2,410

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity — summary of movement (Budget year 2009-10)

	Retained earnings \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2009				
Balance carried forward from previous period	34,126	37,943	85,156	157,225
Adjusted opening balance	34,126	37,943	85,156	157,225
Income and expense				
Income and expenses recognised directly in equity:	-	-	-	-
Sub-total income and expense	-	-	-	-
Surplus (deficit) for the period	1,134			1,134
Total income and expenses recognised directly in equity	1,134	-	-	1,134
Transactions with owners				
<i>Contribution by owners</i>				
Appropriation (equity injection)	-	-	4,890	4,890
Sub-total transactions with owners	-	-	4,890	4,890
Estimated closing balance as at 30 June 2010	35,260	37,943	90,046	163,249

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Departmental capital budget statement

	Estimated actual 2008-09 \$'000	Budget estimate 2009-10 \$'000	Forward estimate 2010-11 \$'000	Forward estimate 2011-12 \$'000	Forward estimate 2012-13 \$'000
CAPITAL APPROPRIATIONS					
Total equity injections	2,586	4,890	2,915	4,819	-
Total loans	15,000	-	-	-	-
Total capital appropriations	17,586	4,890	2,915	4,819	-
Represented by:					
Purchase of non-financial assets	17,586	4,890	2,915	4,819	-
Total represented by	17,586	4,890	2,915	4,819	-
ACQUISITION OF NON-FINANCIAL ASSETS					
Funded by capital appropriations	-	2,145	-	1,724	-
Funded internally from Departmental resources ¹	19,070	20,855	10,000	12,340	12,511
TOTAL	19,070	23,000	10,000	14,064	12,511

Prepared on Australian Accounting Standards basis.

- 1 Includes the following sources of funding: annual and prior year appropriations; donations and contributions; gifts; finance leases; internally developed assets; s31 relevant agency receipts; and proceeds from the sale of assets.

Table 3.2.6: Statement of Asset Movements - Departmental

	Land	Buildings	Other Infrastructure, Plant & Equipment	Intangibles	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
as at 1 July 2009					
Gross book value	21,250	46,856	85,838	15,815	169,759
Accumulated depreciation/amortisation	-	(3,580)	(60,653)	(4,011)	(68,244)
Opening net book balance	21,250	43,276	25,185	11,804	101,515
CAPITAL ASSET ADDITIONS					
Estimated expenditure on new or replacement assets					
by purchase or internally developed	-	600	17,389	5,011	23,000
Acquisition of entities or operations (including restructuring)					-
Sub-total	-	600	17,389	5,011	23,000
Other Movements					
Depreciation/amortisation expense	-	(2,068)	(5,633)	(1,680)	(9,381)
as at 30 June 2010					
Gross book value	21,250	47,456	103,227	20,826	192,759
Accumulated depreciation/amortisation	-	(5,648)	(66,286)	(5,691)	(77,625)
Closing net book balance	21,250	41,808	36,941	15,135	115,134

Prepared on Australian Accounting Standards basis.