



PUBLIC ACCOUNTS AND ESTIMATES COMMITTEE

**2009-10 AND 2010-11 FINANCIAL AND PERFORMANCE
OUTCOMES QUESTIONNAIRE — PART ONE - RESPONSE**

**DEPARTMENT OF JUSTICE
EMERGENCY SERVICES TELECOMMUNICATIONS
AUTHORITY (ESTA)**

DUE: FRIDAY 2 DECEMBER 2011

SECTION A: Output variations (departments only)

Question 1

Not applicable

Question 2

Not applicable

Question 3

Not applicable

Question 4

Not applicable

SECTION B: Asset investment (departments only)

Question 5

Not applicable

Question 6

Not applicable

Question 7

Not applicable

Question 8

Not applicable

Question 9

Not applicable

Question 10

Not applicable

Question 11

Not applicable

Question 12

Not applicable

Question 13

Not applicable

Question 14

Not applicable

Question 15

Not applicable

Question 16

Not applicable

Question 17

Not applicable

Question 18

Not applicable

Question 19

Not applicable

Question 20

Not applicable

SECTION C: Revenue and revenue foregone

Question 21

For 2009-10 and 2010-11, please explain and detail the impact of any variances greater than ± 10 per cent in any revenue/income category detailed in your agency's operating statement in its annual report **and** the total revenue/income for the year compared to:

- (a) the initial budget for the year; and
- (b) the actual for the prior year.

Revenue category	2008-09 actual (\$,000)	2009-10 Budget (\$,000)	2009-10 actual (\$,000)	Variance Budget to Actual	Variance Actual to Actual	Explanations for variances greater than ± 10 per cent (a) Budget to Actual	Explanations for variances greater than ± 10 per cent (b) Actual to Actual	Impact of variances
CAD services	50.799	50.414	63.621	26%	27%	Treasurers advance for the AV project, VICPOL regional project and project office funding	Treasurers advance for the AV project, VICPOL regional project and project office funding.	AV Project funded
PPP contracts revenue	83.737	81.841	88.192	8%	5%	Not applicable	Not applicable	Not applicable
Other operating revenue	0.560	0.561	0.560	0%	0%	Not applicable	Not applicable	Not applicable
Major incident funding from DOJ	0.250	0	0	(100)%	(100)%	Treasurer's advance re:bushfires	Treasurer's advance re:bushfires	Urgent additional services able to be provided
Interest	1.961	1.098	1.335	22%	(32)%	Drop in cash levels and higher than expected interest rates.	Drop in cash levels and higher than expected interest rates.	Nil

Question 22

For each of the income from transactions categories listed by your agency in its comprehensive operating statement in its annual report (e.g. output appropriations, grants, sales of goods and services), please break the income for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Income from transactions	Income 1/7/2010-31/12/2010	Income 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
CAD services	35.987	38.351	
PPP contracts revenue	47.481	49.095	
Other operating revenue	0.273	0.304	
Major incident funding from DOJ	0	0.098	Victorian floods funding
Interest	1.090	0.958	

Question 23

Please provide an itemised schedule of any concessions and subsidies (revenue foregone) (see the Explanatory Memorandum for a definition of concessions and subsidies) provided by your organisation in 2009-10 and 2010-11. For each item, please:

- (a) describe the purpose of the concession/subsidy;
- (b) explain any variations greater than ± 10 per cent between the actual expenditure and the initial budget for the year;
- (c) explain any variations greater than ± 10 per cent between the actual expenditure and the actual for the prior year;
- (d) indicate the number of concessions/subsidies granted in each category; and
- (e) explain whether the outcomes expected to be achieved by granting these concessions or providing these subsidies have been achieved.

Revenue foregone in 2009-10:

Concession/ subsidy	Purpose	2008-09 actual	2009-10 Budget	2009-10 actual	Explanations for variances greater than ± 10 per cent	Number of concessions/subsidies granted in 2009-10	Outcomes achieved
Not applicable	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Revenue foregone in 2010-11:

Concession/ subsidy	Purpose	2009-10 actual	2010-11 Budget	2010-11 actual	Explanations for variances greater than ± 10 per cent	Number of concessions/subsidies granted in 2010-11	Outcomes achieved
Not applicable	N/A	N/A	N/A	N/A	N/A	N/A	N/A

(f) Please also detail all new concessions/subsidies provided in 2010-11 by your agency that were announced after the change of government in 2010, their impact on your agency and the social outcomes achieved to date:

Concession/subsidy		Value in 2010-11		Impact on your agency			Outcomes achieved	
		(\$ million)						
Not applicable	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

Question 24 (Department of Treasury and Finance only)

This question does not apply to your department.

SECTION D: Expenditure

Question 25

For 2009-10 and 2010-11, please explain and detail the impact of any variances greater than ± 10 per cent in any expense category detailed in the agency's operating statement in its annual report **and** the total expenditure for the year compared to:

- (a) the initial budget for the year; and
- (b) the actual for the prior year.

Expenditure in 2009-10:

Expenditure category	2008-09 actual (\$,000)	2009-10 Budget (\$,000)	2009-10 actual (\$,000)	Variance Budget to Actual	Variance Actual to Actual	Explanations for variances greater than ± 10 per cent (a) Budget to Actual	Explanations for variances greater than ± 10 per cent (b) Actual to Actual	Impact of variances
Employee entitlements	45.917	49.061	52.181	6%	14%	Not applicable	Recruitment for regionalisation programs and EBA increases	Not applicable
Depreciation & amortisation	36.190	36.632	38.276	4%	6%	Not applicable	Not applicable	Not applicable
Other Operating Expenses	51.722	57.388	57.051	(1)%	10%	Not applicable	Not applicable	Not applicable
Interest expense	9.174	6.666	8.146	22%	(11)%	Expenses higher than anticipated	Expenses higher than anticipated	Not applicable

Expenditure in 2010-11:

Expenditure category	2009-10 actual (\$,000)	2010-11 Budget (\$,000)	2010-11 actual (\$,000)	Variance Budget to Actual	Variance Actual to Actual	Explanations for variances greater than ±10 per cent (a) Budget to Actual	Explanations for variances greater than ±10 per cent (b) Actual to Actual	Impact of variances
Employee entitlements	52.81	61.892	60.578	(2)%	15%	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	
Depreciation & amortisation	38.6	35.224	45.971	31%	19%	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	
Other Operating Expenses	57.51	66.031	56.268	(15)%	(2)%	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	
Interest expense	8.146	6.195	7.614	23%	(7)%	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	Variations occur for a number of reasons, including machinery of government changes, changes in asset values due to decisions made by the Valuer- General and other external factors.	

Question 26

For each of the expenses from transactions categories listed by your agency in its comprehensive operating statement in its annual report (e.g. employee expenses, grants, depreciation and amortisation), please break the expense for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Expenses from transactions	Expenses 1/7/2010-31/12/2010	Expenses 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Employee entitlements	28.760	31.818	Bonuses, EBA increase, recruitment for regionalisation program
Depreciation & amortisation	17.946	28.025	YTD adjustment re:PPP leases
Other Operating Expenses	32.756	23.516	YTD adjustment re:PPP leases
Interest expense	2.661	4.953	YTD adjustment re:PPP leases

Question 27

Please provide details of any evaluations of grants programs that were conducted by your agency in 2009-10 or 2010-11, including any findings about:

- (a) the outcomes achieved by the programs; or
- (b) the effectiveness of grants at achieving planned outcomes compared to other modes of service delivery.

Not applicable.

Question 28 (departments only)

Not applicable

Question 29 (departments only)

Not applicable

Question 30 (departments only)

Not applicable

SECTION E: Public sector workforce

Question 31

Please detail the total full-time equivalent number of staff as at 30 June 2009, 30 June 2010, 31 December 2010 and 30 June 2011, and explain any significant variations (greater than ± 10 per cent) from one date to the next in the following tables:

Numbers in 2009 and 2010:

Total FTE (30 June 2009)	Total FTE (30 June 2010)	Explanation for any variations greater than ± 10 per cent
521.31	558.18	

Numbers in 2010:

Total FTE (30 June 2010)	Total FTE (31 December 2010)	Explanation for any variations greater than ± 10 per cent
558.18	630.5	Recruitment for regionalisation program

Numbers in 2010 and 2011:

Total FTE (31 December 2010)	Total FTE (30 June 2011)	Explanation for any variations greater than ± 10 per cent
630.5	669.8	

Question 32

In the tables below, please detail the salary costs for 2008-09, 2009-10 and 2010-11, broken down by ongoing, fixed-term and casual and explain any variations greater than 10 per cent between the years for each category.

Costs in 2009-10:

Employment category	Gross salary 2008-09	Gross salary 2009-10	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Ongoing	45.707	52.183	EBA increase, recruitment for regionalisation program
Fixed-term	-	-	-
Casual	-	-	-
Total	45.707	52.183	

Costs in 2010-11:

Employment category	Gross salary 2009-10	Gross salary 2010-11	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Ongoing	52.183	60.401	EBA increase, recruitment for regionalisation program
Fixed-term	-	-	-
Casual	-	-	-
Total	52.183	60.401	

For each of the employment categories, please break the expense for 2010-11 down into the first six months and second six months of the financial year and explain any variations greater than ± 10 per cent between the two six-month amounts:

Employment category	Gross salary 1/7/2010-31/12/2010	Gross salary 1/1/2011-30/6/2011	Explanation for any variations greater than ± 10 per cent
	(\$ million)	(\$ million)	
Ongoing	28.7.4	27.961	-
Fixed-term	-	-	-
Casual	-	-	-
Total	28.7.4	27.961	

Question 33

- (a) For what roles within your organisation were contractors or contract staff used in 2009-10 and 2010-11 (refer to Explanatory Memorandum for definition of contractors)?

Receptionist, PA, Payroll Officer, Project Accountant, Procurement Officer, Project Manager, Accounts Officer

- (b) Please itemise the services delivered by contractors or contract staff in 2009-10 and 2010-11:

Contractors/contract staff in 2009-10:

Service category	Number of contractors/contract staff	Value of services (\$,000)
Payroll	1	42,180
Purchasing & procurement	4	46,432
Administration	9	244,937
Finance	3	62,772
Projects	8	395,126
IT	4	219,760

Contractors/contract staff from 1 July 2010 to 30 June 2011:

Service category	Number of contractors/contract staff	Value of services (\$,000)
Payroll	4	59,566
Purchasing & procurement	12	86,335
Administration	3	7,643
Finance	2	46,340
Projects	12	193,984
IT	9	245,219

- (c) For each specific contractor or contract staff paid in excess of \$100,000 per annum that has been engaged by your organisation during 2009-10 or 2010-11, please supply the following details:

Not applicable

Question 34

- (a) For what roles within your organisation were consultants used in 2009-10 and 2010-11 (refer to Explanatory Memorandum for definition of consultants)?

Project Manager, Lawyer, Recruitment Consultant , Probity Adviser, Contract Adviser

- (b) Please itemise the services delivered by consultants in 2009-10 and 2010-11:

Consultants in 2009-10:

Service category	Number of consultants	Value of services (\$m)
Legal Fees	7	0.237
Recruitment fees	9	0.259
Accounting	1	0.004
Projects	24	4.410
PPP Contracts	16	0.153
Other	26	0.882

Consultants from 1 July to 31 December 2010:

Service category	Number of consultants	Value of services (\$m)
Legal Fees	5	0.456
Recruitment Fees	6	0.113
Accounting	1	0.000,4
Projects	23	1.670
PPP Contracts	5	0.060
Other	16	0.416

Consultants from 1 January to 30 June 2011:

Service category	Number of consultants	Value of services (\$m)
Legal Fees	5	0.827
Recruitment Fees	5	0.060
Accounting	1	0.014
Projects	19	1.532
PPP Contracts	11	0.103
Other	17	0.246

- (c) For each specific consultant paid in excess of \$100,000 per annum that has been engaged by your organisation during 2009-10 or 2010-11, please supply the following details:

Consultants in 2009-10:

Supplier	Purpose	Value of services (\$)	Number of consultants (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
Not applicable	N/A	N/A	N/A	N/A

Consultants from 1 July to 31 December 2010:

Supplier	Purpose	Value of services (\$)	Number of consultants (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
Not applicable	N/A	N/A	N/A	N/A

Consultants from 1 January to 30 June 2011:

Supplier	Purpose	Value of services (\$)	Number of consultants (FTE) employed for longer than 12 months	Reasons why a VPS employee or equivalent could not undertake the work
Not applicable	N/A	N/A	N/A	N/A

Question 35

- (a) Please break down the staff turnover ratio (total left employment during the year expressed as a percentage of total headcount) for your organisation during 2008-09, 2009-10 and 2010-11 according to the following age brackets:

	2008-09	2009-10	2010-11
Less than 30 years old	Not available	Not available	Not available
30-54 years old	Not available	Not available	Not available
55 years or older	Not available	Not available	Not available

- (b) Please describe the factors contributing to any variations greater than ± 10 per cent from one year to the next.

Not applicable

- (c) Please describe any strategies that are planned to be introduced to retain staff, reduce the level of voluntary staff turnover and reduce the likelihood that critical roles will become vacant in future?

Attrition is well within the 15% target levels. No specific new strategies are proposed.

Question 36

The State Services Authority (*The State of the Public Sector in Victoria 2008-09*, Chapter 4) has identified collaboration, agility and innovation as important to the future of the Victorian public sector. Please detail any initiatives undertaken by your organisation in 2009-10 or in 2010-11 prior to the change of government that have been designed to enhance these three qualities and what outcomes have been achieved by these initiatives:

Not applicable

Question 37

Please complete the following tables showing number of executive staff and total value of bonuses paid in the 2009-10 and 2010-11 performance periods:

Bonuses in 2009-10:

Executive category	Number of staff (FTE)			Total value of bonuses paid (\$,000)
	Eligible for a performance bonus	Not awarded bonus payment	Awarded bonus payment	
Secretary or CEO, EO1 – Deputy ^(a)				
EO2 ^(a)	10	0	10	116,500
EO3				
Other Executives				

Note (a): Combine categories to preserve confidentiality where necessary

Bonuses in 2010-11:

Executive category	Number of staff (FTE)			Total value of bonuses paid (\$,000)
	Eligible for a performance bonus	Not awarded bonus payment	Awarded bonus payment	
Secretary or CEO, EO1 – Deputy ^(a)				
EO2 ^(a)	11	0	11	133,300
EO3				
Other Executives				

Note (a): Combine categories to preserve confidentiality where necessary

Question 38

In the following table, please show for your organisation the actual range of bonuses paid (expressed as a percentage of total remuneration).

Rating	Proportion of total remuneration package actually paid (expressed as a range from x% to y%)	
	2009-10	2010-11
Exceptional		
Superior		
Competent	5% to 6%	5% to 6.5%
Improvement required		

The above format is based on the Executive Employment Handbook. If your organisation adopted another approach for awarding bonuses, please provide details.

SECTION F: Program outcomes

Outcomes reflect the impact on the community of the goods and services provided by a department. The questions in this section all relate to the outcomes that the Department contributed to in 2009-10 and 2010-11.

Question 39 (departments only)

Not applicable

Question 40

- (a) Using the format of the table below, please outline the five most important outcomes achieved by your organisation's programs/activities between 27 November 2010 and 30 June 2011 (where your organisation has been the key player) including:
- (i) what was planned;
 - (ii) what was achieved;
 - (iii) quantitative or qualitative data to demonstrate this achievement;
 - (iv) any other Victorian public sector organisations or agencies from other jurisdictions that have worked across organisational boundaries to contribute to this outcome; and
 - (v) the relationship of these outcomes to any government strategies or goals.

Planned outcome to be achieved	Description of actual outcome achieved	Quantitative or qualitative data to demonstrate outcome	Other agencies involved	Relationship to major government strategy
1. Non-emergency Patient Transport response service to enable AV to meet the requirements of the Non-Emergency patient Transport Regulations.	AV now have the ability to comply with the Non-Emergency Patient Transport Act and are no longer in breach of the requirements under the legislation due to ESTA Processes.	Performance reported to AV monthly	Ambulance Victoria	Non-Emergency Patient Transport Act
2. Victoria Police Ballarat Region call-taking & dispatch to be transitioned to ESTA.	VicPol call-taking and dispatch for Ballarat transitioned to ESTA on 8 December.	All Victorian Police Ballarat Region rural calls now present to ESTA for dispatch by ESTA staff.	Victoria Police	Victorian Government Regions Boundary Model

3. AV Loddon-Mallee Region call-taking & dispatch transition to ESTA, as the third of five regions to transition.	AV Loddon-Mallee and Grampians Regions' call-taking & dispatch transition to ESTA, giving ESTA 80% of Victoria's AV emergency call-taking & dispatch and leaving one region outstanding.	All of Victoria's emergency AV calls, except the Geelong and South Barwon areas, are now answered and dispatched by ESTA staff.	Ambulance Victoria	Victorian Government Regions Boundary Model
84.6% of CFA brigades aligned to local government boundaries by 30 June 2011. Victoria Police, VICSES and AV have already been aligned.	94% of brigades aligned with common boundaries. Remaining 6% awaiting completion of the CFA RRDS initiative, as planned.	Registered CFA brigade boundaries now show 94% alignment to common local government boundaries.	Country Fire Authority	Victorian Government Regions Boundary Model
5. MFB brigades aligned to local government boundaries by 30 June 2011 and radios updated.	MFB brigade boundaries aligned to local government boundaries by 30 June 2011. Radios to be updated in conjunction with spectrum reallocation project.	Registered MFB boundaries now show alignment to local government boundaries.	Metropolitan Fire Brigade	Victorian Government Regions Boundary Model

(b) Please also identify any significant program outcomes that were planned but not achieved between 27 November 2010 and 30 June 2011 and the underlying reasons.

Not applicable

Question 41

Not applicable

SECTION G: Adapting to the change of government

Question 42

- (a) Were any planned organisational priorities changed during 2010-11 as a result of the change of government in 2010? If so, please specify.

No

- (b) Were any corporate plans or similar documents modified in 2010-11 as a result of the change of government in 2010? If so, please specify.

No

Question 43

Please detail the impact on your agency of any machinery-of-government changes following the change of government in 2010, including:

- (a) how your agency adapted;
- (b) any disruptions to program or project delivery; and
- (c) any improvements to program or project delivery that have been enabled as a result of the change.

Machinery-of-government change	Adaptations in response	Disruptions to program/project delivery	Improvements to program/project delivery
Not applicable	N/A	N/A	N/A

Question 44

Please detail any new processes that were introduced into your agency following the change of government in 2010 for monitoring or managing expenditure on output or asset projects/programs:

Nil

Question 45

For each program and project (delivering either outputs or assets) which was curtailed, deferred or discontinued in 2010-11 following the change of government in 2010, please provide the following details:

- (a) the name of the program/project;
- (b) whether it delivered outputs (i.e. goods and services) or assets;
- (c) the budgeted and actual expenditure in 2010-11; and
- (d) the reasons for which the program/project was curtailed, deferred or discontinued.

Program/project	Output or asset delivery	Budgeted 2010-11 expenditure	Actual 2010-11 expenditure	Reasons why it was curtailed, deferred or discontinued
		(\$ million)	(\$ million)	
Nil	N/A	N/A	N/A	N/A

Question 46

For each program and project (delivering either outputs or assets) which was introduced in 2010-11 following the change of government in 2010 which had not been planned prior to the change of government, please provide the following details:

- (a) the name of the program/project;
- (b) whether it delivered outputs (i.e. goods and services) or assets;
- (c) the budgeted and actual expenditure in 2010-11; and
- (d) the reasons for which the program/project was introduced.

Program/project	Output or asset delivery	Budgeted 2010-11 expenditure	Actual 2010-11 expenditure	Reasons why it was introduced
		(\$ million)	(\$ million)	
Nil	N/A	N/A	N/A	N/A

CONTACT DETAILS

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The completed questionnaire must be returned by no later than COB, 2 December 2011.

Please return the response (including an electronic version) of the questionnaire to:

Valerie Cheong
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Public Accounts and Estimates Committee
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