



**COMMONWEALTH GRANTS  
COMMISSION 2020  
METHODOLOGY REVIEW OF  
GST REVENUE SHARING  
RELATIVITIES**

***ADMIN SCALE ESTIMATES IN  
DRAFT ASSESSMENT PAPER  
CGC 2018-01/24-S***

ACT Government data

ACT GOVERNMENT SUBMISSION

SEPTEMBER 2018

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## BACKGROUND

The ACT's response to the Draft Assessment Papers for the Commonwealth Grants Commission (CGC) 2020 Methodology Review of GST Revenue Sharing Relativities (2020 Review) captures our answers to the questions that Commission staff raised in the Draft Assessment Paper (DAP) on Administrative Scale, CGC 2018-01/24-S. In that document and during the Commissioners' visit to the ACT between 15 and 17 August 2018, we had foreshadowed that we would submit our responses to the administrative scale estimates that the Commission staff made in the DAP, along with data for the ACT, in due course.

This submission addresses the above action item. It contains our responses (and data, wherever relevant) for the following estimates that were investigated in the DAP CGC 2018/01-24-S:

- Treasury and Finance;
- State Parliamentary structure consisting of the State Parliament and the Office of the Legislative Assembly;
- Chief Minister's/Premier's Department;
- Statutory corporations or other independent bodies consisting of the:
  - Public Service Commission;
  - Parliamentary Counsel's Office;
  - Electoral Commission;
  - Audit Office;
  - Ombudsman's Office;
  - Crime and Corruption Investigatory Bodies; and
  - Whole of Government ICT Strategy/eGovernment Office.
- Cultural, Recreation, Sporting and National Park Services;
- Services to Industry, Agriculture and Mining; and
- Justice, consisting of the:
  - Police Department; and
  - Department of Justice – Attorney-General's Department.

The Treasury has liaised with the Strategic Finance teams in the ACT's Chief Minister's, Treasury and Economic Development Directorate (CMTEDD), Justice and Community Safety Directorate (JACS) and Environment, Planning and Sustainable Development Directorate (EPSD) to collect the required data.

The Treasury has also liaised with the Office of the ACT Legislative Assembly and multiple statutory bodies including the ACT Audit Office, the ACT Electoral Commission, the Independent Competition and Regulatory Commission (ICRC) and the ACT Gambling and Racing Commission to incorporate their inputs into this exercise.

All estimates presented in this submission, barring the estimates for the Attorney-General's department within the Justice category, are for the financial year 2016-17. The estimates for the Attorney-General's department are for 2017-18. Further, as a general approach, the ACT has provided its estimates where we significantly differ from the Commission staff estimates. There are cases in which the ACT's ballpark estimates either differ minimally from that of the Commission staff or the estimates themselves are fairly small in quantum and we support the approach that has been followed in the estimation process. In those cases we have refrained from sharing any estimate and support the Commission staff estimates.

The ACT would again like to reiterate that the difference between Commonwealth and State salaries is not as high as the 10% used in the administrative scale estimates. Comparison of the ACT's salary scales presented in **Attachment A** with that of the Commonwealth's for roles performing similar functions (e.g. APS4 vs. ASO4) shows the magnitude of the difference to be 6-12% mostly, with differences at lower classifications (which would have higher impact on the average figure since they are more in number) being 6-8%.

Finally, it would be remiss not to reiterate the well-known fact the ACT Government is structured on a City/State model hence, there is no self-contained accounting entity dealing exclusively with municipal activities (local government). In progressing this exercise all possible steps have been taken to minimise FTE numbers to equivalent state like functions within the respective Business Units.

## **ACT RESPONSES TO ADMINISTRATIVE SCALE ESTIMATES**

### **ESTIMATES FOR TREASURY & FINANCE**

#### **Summary**

- The ACT agrees with the Commission staff that the average minimum administrative scale structure for Treasury is one department of Treasury and Finance.
- While we agree that five divisions are appropriate, we consider that two more sections on financial and budget advice are needed in the Finance and Budget division.
- The staffing required for the average structure has been significantly underestimated.
- The ACT's estimate is 207.5 FTEs (without the corporate services branch/section) at a total cost of \$38 million (2016-17).

### ***Commission Position***

The Commission staff have estimated a single department of Treasury & Finance consisting of the following five divisions, each with multiple branches and sections:

- Economic policy division;
- State budgeting division;
- Revenue collection and compliance division (State revenue office);
- Commercial activities, State financing and superannuation division;
- Corporate services division; and
- Two statutory authorities reporting to Treasury & Finance:
  - a. One independent regulator of essential utilities; and
  - b. A regulator of State-wide workers compensation and third-party insurance.

In addition to the above, the simplified Treasury/Finance structure also includes estimates for:

- Procurement policy and oversight;
- Red tape reduction; and
- Whole of government ICT policy, land valuation, land registry and licensing/regulation of racing and gaming.

Based on the above proposal, Commission staff have estimated a total of 141 staff in the base case Treasury & Finance administrative scale affected structure.

Further, assuming that 60% of the total operating costs are associated with wages and using the Department of Finance costing template from the Commonwealth, Commission staff have estimated a total administrative scale affected cost of \$32.3 million for Treasury & Finance. They contend that pending a decision on whether the Commonwealth's salaries are considered too high in comparison to other states and territories (States), a discount of 10% should be applied to the cost, bringing the total to \$29.1 million.

### ***ACT Position***

The ACT agrees that an average machinery for Treasury & Finance could be one department of Treasury & Finance. The ACT also agrees that the estimate of five divisions is appropriate. However, we consider that the State budget division should include two sections pertaining to financial policy and budget advice since on average States are structured that way and the sections within the notional State budgeting team do not cover those functions. Further, we again note a significant undercount of staffing involved, keeping in mind the responsibilities of the concerned sections, impacting the administrative scale costs.

While undercounts span all divisions, the three major areas driving the underestimate are:

- Finance and budget division – We consider two additional sections pertaining to financial policy and budget advice associated with various sectors like health, education, community services, transport services etc. should be incorporated here.

Also, considering the responsibilities involved, each section should have five people instead of four so that the required services may be delivered.

- Revenue collection and compliance division – The tax assessment & collection and tax compliance sections have been significantly underestimated. We have also omitted all contact centres directly interfacing with customers from the estimates to ensure that direct service delivery to the population is not considered in the estimates.
- Regulatory bodies for regulation of utilities and gambling/racing – CGC Staff estimates have assumed teams of four people each for such functions. However, inputs from the ACT's regulatory bodies, the Independent Competition and Regulatory Commission (ICRC) and the ACT Gambling and Racing Commission revealed that the estimates captured in **Attachment B** are the bare minimum team sizes they need to perform the scope of work assigned to them.

Attachment B (Excel file provided along with this submission) contains the ACT's estimates of the administrative scale structure, using a top-down approach. Importantly, the ACT's estimates **do not** include any corporate functions since all of those are taken care of by the Shared Services Team, which is a part of the broader Treasury. We would request Commission staff to consider estimates submitted by other small States for the corporate functions on top of the estimates that we have submitted pertaining to the other sections within the Treasury.

A comparison shows that instead of the 127 people proposed in the Commission staff estimates for Treasury (without the leadership and personnel associated with corporate services), the ACT estimates that an administrative scale structure for Treasury should have 207.5 FTEs, at a total cost of \$38 million. The salary to non-salary costs ratio is roughly 75:25. Thus, the ACT's estimate of the number of people is roughly **1.63 times** that of the Commission staff estimates.

We note that the number of people for the Treasury's administrative scale structure is less than the number for both Health and Education (including schools and post-secondary education) which were approximately 318 FTEs and 243 FTEs respectively.

## ESTIMATES FOR THE STATE PARLIAMENT AND PARLIAMENTARY DEPARTMENT

### Summary

- The ACT agrees that the average minimum structure of state parliament is a single parliamentary chamber.
- The ACT agrees that a supporting parliamentary department should consist of three branches as proposed by the Commission staff in their estimates.
- However, in light of information provided in this submission, we request Commission staff to re-estimate the administrative scale staffing for state parliament and the parliamentary department.



## State Parliament

### **Commission Position**

The Commission staff have estimated a single parliamentary chamber with 17 members – a Premier/Chief Minister, four other ministers, a leader of the opposition and a speaker. They have estimated 39 support staff for the parliament members – 6 for the Premier, 3 each for the ministers and the opposition leader, 1 assistant for the speaker and 1 electorate support staff for each member.

### **ACT Position**

The ACT agrees that the average minimum structure of the state parliament is a single parliamentary chamber. As far as the estimates are concerned, we note the Commission staff have estimated a parliament size of 17, which was the size of the ACT parliament for about 27 years of our existence and also happened to be the smallest parliament in Australia. However, we contend that such a size is an underestimate and some additional historical perspective would be helpful, which we have shared below.

The Commonwealth, whilst granting self-government to the ACT, also imposed constitutional and legislative restrictions upon us similar to those placed on the Northern Territory (NT). However, the ACT's status as both a territory and the national capital also resulted in broader constitutional and administrative restrictions than those imposed on the NT. They *inter alia*, included Commonwealth controls over such matters as electoral laws, the dates of elections, the number of members of the Australian Capital Territory Legislative Assembly and its Executive. Recent decisions by the Commonwealth have allowed the Territory to increase both - the size of its Executive (5-6 and now 8) and the Assembly itself (17 to 25 members from 2016), after 27 years of existence. During the intervening period successive ACT Governments have held the view that the original size of the Assembly was too small to effectively carry out the required functions which can be attributed partly to the Commonwealth government responding to community opposition to the principle of self-government, i.e. small is more defensible.

Hence, from an administrative scale perspective, the ACT contends that the adoption of the minimum size of a parliamentary chamber of 17 members by the CGC should be reviewed and adjusted to more closely reflect the minimum now in existence in both the NT and the ACT.

## Parliamentary Department (i.e. the Office of the Legislative Assembly in the ACT)

### **Commission Position**

A single parliamentary department consisting of 25 members is the Commission staff estimate for supporting a notional State parliament with 17 members. They have estimated the single parliamentary department to consist of three branches: a clerk's office, a parliament and committee support branch and a business services branch, each having 2-3 subunits associated with it.

### **ACT Position**

The ACT agrees that one parliamentary department consisting of three branches as mentioned above is a fair representation of an average structure for a parliamentary department.

That said, we contend that a parliamentary department of 25 staff to support the notional average minimum parliament of 17 staff is a significant underestimate, on two dimensions.

- The overall size of 25 staff is inadequate.
  - We would highlight that the staff structure for the ACT's Office of the Legislative Assembly (OLA) in June 2016 (which is before OLA was expanded to cater for the increase to 25 members) was the equivalent of 46.3 FTE, which is very different from the 25 FTE that has been proposed. In fact, we contend that a parliamentary department of 25 staff would not be able to provide effective support to a parliament with 17 members.
- The second dimension where we would question the estimate is on the assumptions made about the classifications adopted.
  - The CGC's model proposes that a 25-strong parliamentary agency would be headed by a Clerk at Senior Executive Service (SES) Band 1 level. We consider that this significantly underestimates the general work value that would be required for a Clerk of a parliament with at least 17 members. Again, it is easiest to use the ACT for comparative purposes because, until late 2016, the Assembly was a 17 member one.
    - No doubt as a reflection of our comparatively smaller size, the Clerk of the ACT Legislative Assembly is one of the lowest classified Clerks of all Australian parliaments – but, even so, is still classified as the equivalent of an Executive Band 2.5 in the ACT's SES structure. This classification equivalence has been used by the ACT Remuneration Tribunal since the early 2000s and reflects the level of responsibility, authority, accountability and management expectations of the role;
  - Each of the three branches is proposed to be headed by an EL2 who would have either two or three teams of three staff each. We consider that if it is accepted that the Clerk should more appropriately be classified at SES Band 2, the notional Parliamentary Support agency would warrant at least a Deputy Clerk at SES Band 1 to head the parliament and committee support branch and, arguably, also a second SES Band 1 to head the Business Services Branch – and those branch heads would be supported by other staff at the EL2 level.
    - Using the OLA staff profile at June 2016 as a comparison, the Clerk was equivalent to SES Band 2.5, there was a Deputy Clerk/ Sergeant-at-Arms who was broadly equivalent to SES Band 1.1 and there were an additional seven staff at either Senior Officer Grade A or B level (which equate to the EL2 classification used in the CGC model); and
  - Most significantly, the CGC model includes no staff below APS 5 level, which is in sharp contrast to most parliamentary administrations which use staff in the APS2 to APS4 range for tasks such as administrative support, security screening and reception and chamber and committee attendants. Again, using the OLA staff profile at June 2016 as a comparison, there were 15 FTE (approximately one third of OLA's 46.3 FTE) in this classification range.

Hence, as in the case of the estimates for the state parliament and on the ground that estimates of the state parliamentary chamber would be heavily dependent on the estimates for the state parliament, we contend that the estimates for the parliamentary chamber should also be reviewed by CGC staff in light of the ACT's information presented above.

## **ESTIMATES FOR THE PREMIER'S/CHIEF MINISTER'S DEPARTMENT FUNCTIONS**

### **Summary**

- The ACT broadly agrees with the Commission staff that a notional Premier's/Chief Minister's department mapping to an administrative scale structure could have two divisions and two branches, along with the Office of the Secretary.
- However, the corporate services branch needs to include sections related to facility management, internal audit and information access management.
- Also, a Strategic Finance section needs to be added to the structure.
- Overall, the Commission staff estimate is a significant undercount of the number of staff required to perform the minimum functions. We estimate 94.29 FTEs in the notional Chief Minister's department, at a total cost of \$17 million.

### ***Commission Position***

Commission staff estimates for the Premier's/Chief Minister's department consists of two divisions and two branches along with an Office of the Secretary (Director-General in the ACT's context). The divisions proposed are a Cabinet & Parliamentary Support division with five sections and a Policy division with four sections. The branches proposed are a State security and emergency coordination branch and a corporate services branch with three sections to provide HR, finance and information technology services.

69 staff have been estimated for the above administrative scale structure for the Premier's/Chief Minister's Department comprising the following:

- 3 staff to assist the Secretary in the latter's office (i.e. a total estimate of 4 staff);
- 23 staff for the Cabinet & Parliamentary Support division;
- 24 staff for the Policy division;
- 5 staff for the State security and emergency coordination branch; and
- 13 staff for the corporate services branch.

### ***ACT Position***

The ACT broadly agrees with the Commission staff that a notional Premier's/Chief Minister's department mapping to an administrative scale structure could have two divisions and two branches, along with the Office of the Secretary, as mentioned above. However, we consider the corporate services branch needs to include sections related to facility management, internal audit and information access management (handling requests under the Freedom of Information Act for example).

Further, one area that we consider should be included in the structure is Strategic Finance, which, if considered as a section within the corporate services branch, has been grossly underestimated. The Strategic Finance team in the ACT is responsible for the financial and budgetary management of the CMTEDD and the ACT Executive. This includes:

- the development of internal budgets and budget papers;
- strategic financial monthly and annual reporting;
- monitoring and reporting on capital works and assets; and
- support for the Ministers, Executive Management Groups, senior management, and business units generally.

Thus, even in the scenario that the finance team considered within corporate services branch is expected to play this role, a four member team would find it impossible to meet all the above responsibilities and it is worthwhile to note that none of the responsibilities has anything to do with service delivery to the ACT population, implying that they are a good fit to the administrative scale concept. We note the Strategic Finance team in the ACT's Chief Minister's department supports all of CMTEDD. Hence, in the estimates for Strategic Finance submitted as a part of the Chief Minister's department, we have deliberately omitted the sub-teams within Strategic Finance which cater to the Treasury and Economic development areas.

Comparisons between the Commission staff proposed structure/responsibilities assigned to sections within the structure with the actual on-the-ground structure for the ACT show that many of the functions associated with the notional Cabinet & Parliamentary Support division are carried out by teams responsible for ministerial coordination, records management and governance within the 'Corporate Management' team in the ACT.

Hence, the ACT's data provided in **Attachment C** spans multiple divisions and branches of the Commission staff estimated administrative scale structure. Further, it is worth mentioning that the ACT's 'Regulatory Reform' team is a part of the Chief Minister's unit. However, considering that the section involved with 'Red Tape Reduction' has been considered in the Treasury estimates, the 'Regulatory Reform' team has been excluded from the estimates associated with the Chief Minister's Department captured in **Attachment C**.

A comparison of the Commission staff estimates with the ACT's estimates for administrative scale using data from our Chief Minister's department shows that while the former estimate 69 staff in the Premier's Department, our estimate is 94.29 FTEs, which is **1.37 times** the Commission staff estimates. Our estimate of total cost is \$17 million, with salary and non-salary costs being in the ratio 72:28.

## ESTIMATES FOR STATUTORY CORPORATIONS

### Summary

- The ACT has not commented on the administrative scale structure and estimates for the Ombudsman's Office and the Crime and Corruption Investigatory Bodies due to our specific circumstances surrounding those statutory bodies.
- For the other statutory bodies (the Public Service Commission, the Parliamentary Counsel's Office, the Electoral Commission and the Audit Office), we agree with the average minimum structure that has been proposed for such entities.
- As far as the estimates are concerned, we broadly agree with the Commission staff estimates for the Public Service Commission and we differ on the estimates for the rest of the statutory bodies.
- The difference is most prominent for the Audit Office which we consider as having been significantly underestimated. Our estimate is 33.5 FTEs (vs. 14 FTEs).

### Public Service Commission

#### **Commission Position**

The Public Service Commission has been considered to be the body responsible for providing independent policy advice and services related to State workforce management, employment policy, industrial relations etc.

Based on their analysis of the activities conducted across States, Commission staff have estimated the Public Service Commission to consist of a Commissioner, a deputy, an executive assistant and four sections for; workforce management and industrial relations; performance management and reform; leadership, training and development; and business services (including data collection).

A total of 19 people have been estimated for the notional Public Service Commission comprising the administrative scale structure.

#### **ACT Position**

The ACT agrees with the average structure and sections proposed for the Public Service Commission's administrative scale structure. While the ACT does not have a Public Service Commission per se, the Workforce Capability & Governance unit within the Chief Minister's department performs similar functions.

Regarding the estimate of personnel, we note that a shared executive assistant has been proposed for the Commissioner and her deputy. That would be a significant departure from the norm since we have seen very limited sharing of executive assistants across senior executives of the public service. That said, our estimate of the number of personnel for the Public Service Commission, available in [Attachment D](#), is fairly close to that of the Commission staff (23.1 FTEs vis-à-vis Commission staff estimate of 19 FTEs). Our estimate of total costs is \$4.17 million.

## Parliamentary Counsel's Office

### **Commission Position**

The Parliamentary Counsel's Office drafts bills and subordinate legislation for parliament and departments and prints legislation. Commission staff have estimated an average structure of the Parliamentary Counsel's Office to consist of a Chief Parliamentary Counsel, an executive assistant, a drafting branch and a publishing unit.

It has been estimated that the drafting branch will consist of 5 people while the publishing unit will consist of 4 people. Hence, a total of 11 people have been estimated for the Parliamentary Counsel's Office.

### **ACT Position**

The ACT agrees that the two units for drafting and publishing legislations proposed in the average structure for the Parliamentary Counsel's Office are sufficient. However, we consider that the number of staff have been underestimated considering the whole of Government role that the Parliamentary Counsel's Office plays. We estimate 20.68 FTEs based on average staffing in the ACT Parliamentary Counsel's Office in 2016-17.

The total cost for the ACT Parliamentary Counsel's Office has been estimated to be \$3.83 million. Please refer to **Attachment D** for further details on the estimates.

## Electoral Commission

### **Commission Position**

Commission staff note that Electoral Commissions exist as independent bodies in every state and territory and report to either the parliament or a special minister or to the Attorney-General. Their main responsibilities are to: conduct State and local government elections (the latter does not apply to the ACT); maintain electoral rolls; conduct research and public education/awareness actions on electoral matters; support electoral boundary reviews and conduct elections for other bodies such as unions, clubs etc., often on a cost recovery basis.

From an administrative scale perspective, the Commission staff have estimated the average structure of state Electoral Commissions to consist of an electoral commissioner, a deputy, an executive assistant and four units covering election planning, enrolments, education and research, and business services. They have estimated a total staff of 7 towards this notional Electoral Commission administrative scale structure.

### **ACT Position**

As in the case of the Public Service Commission and the Parliamentary Counsel's Office, we agree with the average structure for the Electoral Commission. However, we do not support the estimate of 7 staff for the notional Electoral Commission as we contend that the ACT's staff of 10 FTEs (2016-17) is a reasonable estimate for it. Note that during the years in which elections are held, 30-40 FTEs are added to the team-size of 10 FTEs to manage the election process. Hence, they have already been excluded from the count of 10 FTEs.

**Attachment D** has the ACT's estimates for the Electoral Commission. We estimate a total cost of \$2.07 million based on 2016-17 figures.

## **Audit Office**

### **Commission Position**

The Auditors General and supporting Audit Offices are independent agencies, reporting to the state parliament. They conduct audits of all State and local government agencies, except for the ACT which does not have a separate local government.

Commission staff have estimated a minimum structure of the Audit Office to consist of an Auditor General along with units for contract/executive support, financial audit and performance audit. They have considered a total of 14 staff for the Audit Office – 1 SES2 as the Auditor General along with 3 staff in the contract/executive support unit and 5 staff each in the financial and performance audit units.

### **ACT Position**

While the ACT supports the minimum structure Commission staff have proposed, we consider the number of staff to be a significant underestimate. We have possibly the least number of public sector entities and public sector executives at the state level in Australia, resulting in the smallest Audit Office in the country with 33.5 FTEs (excluding the NT) since it outsources most of the Audit Office related work).

Noticeably, while the number of FTEs is a 2016-17 figure, it has been roughly consistent noting the ACT has experienced some of the highest population growth in the country, indicating that the number of FTEs is independent of the population being serviced and required to perform the responsibilities associated with the Audit Office. Hence, we contend that the administrative scale estimate for the Audit Office needs to reflect the ACT's estimate.

See **Attachment D** for the Audit Office estimates. We estimate 33.5 FTEs with a total cost of \$6.44 million.

## **Ombudsman's Office**

Since the ACT employs the services of the Commonwealth Ombudsman under a Services Agreement, we do not have any comments on the administrative scale estimates that have been shared. We look forward to inputs from other small States like South Australia, Tasmania and the NT on Commission staff estimates for the Ombudsman's Office.

## **Crime and Corruption Investigatory Bodies**

The ACT's Crime and Corruption Investigatory Body, the ACT Integrity Commission, is in the process of being set up. Hence, we do not have any comments on the administrative scale estimates that have been shared. We look forward to inputs from other small States like South Australia, Tasmania and the NT on Commission staff estimates for the Crime and Corruption Investigatory Bodies.

## **Whole of Government ICT Strategy/eGovernment Office**

### **Commission Position**

Commission staff have included a small allowance and State-wide resources for the Whole of Government ICT Strategy within the administrative scale cost estimates for State treasuries. Hence they have not included any estimate within the Premier's/Chief Minister's Department.

### ***ACT Position***

The ACT agrees with the Commission staff position and have shared our estimates for the Whole of Government ICT Strategy/Office of the Chief Digital Officer along with the estimates for Treasury.

### **ESTIMATES FOR CULTURAL, RECREATION, SPORTING AND NATIONAL PARK SERVICES**

#### **Summary**

- The ACT agrees with both the structure suggested and the estimates presented for the notional cultural, recreation, sporting and national park department. Hence, we have not shared any estimates in this area.
- We broadly agree with the approach that has been considered for estimating the administrative scale costs of state cultural institutions, e.g. state museum and art gallery, state library, state film screen body and state botanic gardens. However, we think a discount of 10% on the calculations is unjustified.
- We strongly agree with the Commission staff on the necessity to provide state level cultural institutions in the ACT despite the presence of national institutions here.

### ***Commission Position***

As a result of their analysis of States' delivery of cultural, recreation, sporting and national park services, Commission staff have proposed the following average minimum structure for the delivery of such services:

- A single department to provide all the above services with two divisions comprising a Culture and Sports division and a National Parks and Wildlife division. A corporate services section and an Office of the CEO has also been proposed, both reporting directly to the CEO.
  - The Culture and Sports division is proposed to have four branches: a branch for providing policy advice; an arts and culture branch with three sections to provide oversight, administer community grants and conduct heritage/history activities; a sport and recreation branch with two sections to administer grants and cover major organisations/elite sports; and an infrastructure branch with two sections comprising facility development and facility operations.
  - The National Parks and Wildlife Division is proposed to have a park/conservation policy branch and a park operations branch consisting of two sections for planning and overseeing park management and for upkeep and visitor engagement.
  - The Office of the CEO is proposed to consist of a head of office and a personal assistant.
  - The Corporate Services section would comprise of staff providing HR and finance services.



- Statutory authorities, or similar bodies, for services associated with museums and art galleries, libraries, screen/film arts and botanic gardens.

Commission staff have estimated a total of 62 staff for the above structure, having a total cost of \$13.3 million in 2016-17 (post 10% discount to adjust for the difference between Commonwealth and state salary levels).

Commission staff have continued the Commission endorsed method of calculating administrative scale allowances for the statutory bodies using the cost of services in small States. Their approach to derive a minimum state subsidy is by applying the lowest per capita subsidy in the small States to the NT's population. The per capita cost has been discounted by 10% to ensure it better reflects the concept of scale affected costs.

Proceeding in the above manner, Commission staff have calculated the administrative scale costs for the statutory bodies as follows:

\$4.1 million for state museum and art gallery; \$4.7 million for state library; \$0.5 million for screen/film body; and \$1.7 million for botanic gardens.

Commission staff also present their arguments on whether the ACT needs to provide any state level cultural institutions, e.g. the museum and art gallery, library or the botanic gardens, considering that the National Museum, National Gallery, National Library and National Botanic gardens are located here. They conclude that the presence of national cultural institutions in the ACT does not replace the need for state-type and locally oriented services provided by state level institutions. Hence, they consider that the ACT does need to provide state level institutions and incur associated administrative scale type expenses.

### ***ACT Position***

The ACT supports the structure proposed for the notional department providing cultural, recreation, sporting and national park services. It traverses multiple units and directorates in the ACT but appears fine from a theoretical administrative scale structure perspective.

A quick comparison using data collected from multiple units in the ACT shows that the number of staff estimated is reasonable and in line with expectations. Hence, we support the estimates Commission staff have done and we do not see value in sharing detailed estimates for this area.

At the same time, some observations are as follows:

- the total number of staff estimated should be 63 and not 62, as shown in Table D-3 (p. 79). Based on the structure presented in figure D-1 (p. 73), the composition is as follows: 3 staff in the CEO's office (including CEO), 2 in the Arts & Culture division head's office, 6 in the Arts, Culture and Recreation policy branch, 13 in the Arts & Culture branch, 10 staff in the Sport and Recreation branch, 9 in the Infrastructure branch, 4 in the corporate services section and 16 in the National Parks and Wildlife division.
- The branch heads for Arts and Culture, Infrastructure, park/conservation policy and park operations branches should have a personal assistant each.
- The discount applied should be 7% and not 10%.

The ACT also broadly agrees with the approach taken and proposed estimates for the statutory bodies. However, we consider the 10% discount to be unjustified as the minimum per capita subsidy across the small States is being used for calculation already and further, that is applied on the NT's population, which is the least in Australia by a significant margin. The latter implies that a notional discount is already being applied during the calculation itself. E.g. on 31 December 2017, the NT's population was roughly 60% of that of the ACT, implying a notional 40% discount is being applied on the ACT's administrative scale costs when the NT's population figures as on 31 December 2017 are used. Thus, we consider a further discount of 10% to be completely unnecessary.

Finally, the ACT strongly supports Commission staff arguments on the necessity of state level cultural institutions in the ACT to cater to the needs of the local population. We completely agree that the presence of national institutions does not replace the need for state level institutions and the associated administrative scale expenses there.

## **ESTIMATES FOR SERVICES TO INDUSTRY, AGRICULTURE AND MINING**

### **Summary**

- The ACT agrees with both the structure suggested and the estimates presented for the notional services to industry, agriculture and mining department. Hence, we have not shared any estimates in this area.

### ***Commission Position***

The Commission staff analysis of departments responsible for industrial services, agriculture and mining notes that States typically have these functions split across multiple departments. However, the Commission staff have noted that States are generally consolidating these functions into a single (or at least fewer) departments. On this basis, the Commission staff have proposed a single simplified departmental structure for services to industry, agriculture and mining with the following structure:

- Four divisions, each with between three and five branches:
  - State and regional development division:
    - State development policy branch;
    - Infrastructure and major project attraction and facilitation branch;
    - Regional development branch;
    - Co-ordinator general branch; and
    - Industry assistance and grant administration branch.
  - Primary industry, fisheries and forestry division:
    - Policy and strategy branch;
    - Development attraction, facilitation and investment branch;

- Biosecurity branch;
  - Fisheries branch; and
  - Forestry branch.
- Mining and resources division:
  - Policy and strategy branch;
  - Mining industry development branch;
  - Mining regulation branch;
  - Mining titles branch; and
  - Geological survey branch.
- Other development and regulation division:
  - Small business development branch;
  - Consumer protection branch; and
  - Worksafe branch.
- A corporate services branch, with five sections:
  - Human resources;
  - Finance;
  - Legal;
  - Liaison and communications; and
  - Office of the secretary.
- A tourism authority with a chief executive officer, deputy chief executive officer and three sections:
  - Tourism development;
  - Promotion; and
  - Regulation.

In terms of staffing, each division consists of a division head and a personal assistant, while each branch or section consists of a branch head, section head and three additional staff. Further, the corporate services branch consists of a branch head with 12 additional staff across the sections, while the tourism authority consists of a chief executive officer, a branch head, a personal assistant and four staff in each section. The department as a whole would be overseen by the office of the secretary, consisting of a Chief Executive Officer, a head of office (section head), a senior officer and a personal assistant.

Combined, the department is assessed by the Commission to require 130 FTEs, for a total cost, after adjustments for the time-value of money and discrepancies in Commonwealth and State/Territory public service salaries, of \$29.3 million (2016-17). The ACT is subject to further adjustments to account for the fact that the ACT has little to no mining or agricultural industries. As such, the ACT's assessed administrative scale function for industrial services, agriculture and mining consists of 91 FTEs and an adjusted cost of \$20.4 million (2016-17).

### ***ACT Position***

As in the case of the notional department for providing cultural, sporting and recreation services, the ACT agrees with the average structure proposed for the notional department providing services to industry, agriculture and mining. The ACT also agrees that it has a lower need for the provision of mining and agricultural services and we agree to the negative adjustment that has been proposed for the ACT to the administrative scale estimates for services to industry, agriculture and mining.

In the ACT, the relevant units for providing services to industry (inclusive of tourism) are as follows: Visit Canberra, Access Canberra and Innovation, Trade and Investment, all within CMTEDD (Access Canberra takes care of the regulatory aspects). A quick comparison with the staffing associated with the above units reveals that Commission staff estimates for the ACT's services to industry administrative scale structure are broadly in line with expectations. Hence, we do not intend to share detailed estimates for this area.

That said, as mentioned earlier, the discount that is applied on total wages due to the difference between Commonwealth and state salaries should be reduced to 7% (instead of 10%). Further, we observe that while the total staff estimated for the administrative scale structure is mentioned as 130 (para 14, p. 86) for all States apart from the ACT and 91 for the ACT (para 19, p. 86), costings for the structure in tables E-4 and E-5 (pp. 88-89) have been done using 128 and 89 FTEs for all States apart from the ACT and the ACT, respectively. We do not think there should be any difference between the number of staff considered in the estimates and in costing and would request Commission staff to investigate the difference.

## ESTIMATES FOR JUSTICE SERVICES

### Summary

- The ACT purchases its policing services from the Australian Federal Police. Hence, the ACT is in no position to comment on the accuracy of the administrative scale estimates provided for policing services and we defer to other small States for their comments on the administrative scale estimates for police.
- We agree with the Commission staff on the average structure suggested for the Attorney-General's department.
- However, we disagree with the Commission staff on the estimate of 86 FTEs and associated cost that has been calculated for the Attorney-General's department. We contend that the estimate should be 229.53 FTEs at a cost of \$57.6 million.
- We broadly agree with the approach that has been considered for estimating the administrative scale costs of statutory bodies associated with the Attorney-General's department. However, we think a discount of 10% on the calculations is completely unjustified.

### Police Department

The ACT purchases its policing services from the Australian Federal Police. Hence, the ACT is in no position to comment on the accuracy of the administrative scale estimates provided for policing services. We would defer to other small States like South Australia, Tasmania and the NT for their comments on the Commission staff estimates of police services.

That said, we consider it is slightly peculiar that the three sections related to policy & performance, media & community engagement and professional standards would directly report to the Commissioner. We propose there should either be a deputy Commissioner or a branch head, along with a personal assistant, who should oversee the work of those sections and report to the Commissioner.

### Department of Justice – Attorney-General's Department

#### **Commission Position**

The Commission staff analysis of State and Territory Attorney-General's departments notes that such departments typically consist of a wider justice department, as well as a number of independent statutory bodies that advise on specific elements of each State and Territory's legal framework.

All States' Attorney-General's departments have a secretary and supporting office, court services, legal services, legal policy services, performance management and corporate services, corrective services and a range of independent agencies. The agencies identified by the Commission are as follows:

- Registrar of births, deaths and marriages;
- Law reform commission;

- Public trustee;
- Public advocate or defender and public guardian;
- Anti-discrimination commission;
- Information and privacy commission; and
- Legal aid commission.

On this basis, the Commission has assessed a stylised structure for State and Territory Attorney-General's departments as follows:

- An office of the Chief Executive Officer;
- Two divisions, consisting of between three and five sections or branches:
  - Justice and court operations division:
    - Supreme court judiciary support section;
    - Magistrate's court judiciary support section;
    - Civil and administrative tribunal members support section;
    - Fines enforcement section; and
    - Victim support section.
  - Corrective services division:
    - Custodial services branch, consisting of two sections;
    - Community corrections section; and
    - Youth justice branch, consisting of two sections:
      - Custodial section; and
      - Community section.
- Two branches, consisting of two and four sections:
  - Legal services branch:
    - Public prosecutor supporting office section; and
    - Crown solicitor supporting office section.
  - Policy and corporate services branch:
    - Strategy, policy and governance section;
    - Financial services section;
    - Human resources section;

- Information technology section.

Each branch or division is staffed by a branch or division head and a personal assistant, while each section is staffed by a section head and three additional staff. Moreover, sections such as the public prosecutor, crown solicitor and supreme and magistrate's courts have additional senior staff such as judges and statutory office holders. In total, the Commission have concluded that a simplified Attorney General's department would require 86 FTEs.

In addition to the main department, the aforementioned statutory offices, with the exception of the public trustee and legal aid commission, are estimated by the Commission to consist of 4 FTEs each, for a total of 20 additional FTEs, or 106 FTEs across the bodies and Attorney General's department.

This amounts to a total adjusted cost of \$24.0 million (2016-17). The public trustee and legal aid commission costs were further calculated by the Commission to equal a combined \$6.1 million on the basis of the lowest per capita grant/subsidy paid by the three smallest States, discounted by 10 per cent and applied to the population of the Northern Territory. As a result, total adjusted assessed administrative scale costs for Attorney General's departments and statutory bodies amount to \$30.1 million (2016-17). Adjustments for the discrepancy between Commonwealth and State/Territory public service salaries were not applied to judicial officers and senior legal staff.

### ***ACT Position***

The ACT agrees with the notional structure for the Attorney-General's department that Commission staff have proposed. We agree that it captures the average structure across States and Territories in Australia.

However, we consider the staff estimate of 86 FTEs to be a significant undercount. Broadly, barring the CEO's office, every division or branch/section has been underestimated to some degree and appears to be completely out-of-sync with *What States Do*. The key areas where we observe significant undercounts, when compared with the ACT's Attorney-General's department are as follows:

- Policy and Corporate Services branch – An estimate of 4 people in each of the four sections in this area is completely out of sync with the responsibilities of this branch. In fact it is inconceivable how such a small team of 18 staff would be able to deliver anything of value. The corresponding number for the ACT is 95.31 FTEs, with 27 FTEs in the policy and legislation section and 68.31 FTEs in the corporate services section. Note that the total count of people in this area in the ACT is 147.1 FTEs out of which 95.31 FTEs have been considered under the administrative scale structure.
- Magistrates Court and Supreme Court and supporting staff – Considering that both Magistrates Court and Supreme Court provide whole of State services in the ACT, we consider the ACT to be a very suitable benchmark for determining the number of judges and supporting staff that should be considered in this area. While Commission staff have estimated just 16 FTEs for these two areas, the ACT's estimates show that a reasonable number of judges and supporting staff for these areas is 54.09 FTEs.

- Similar to the above, we consider it is inconceivable how a magistrate's court with two magistrates and a supreme court with two judges will be able to provide any reasonable service at the state level. Such level of staffing would be completely unsuitable for whole of State services those are meant to provide. The ACT's estimates comprise 7 magistrates and 6 judges of the supreme court which appear to be a very reasonable number for the provision of whole of state services.

The ACT's estimates of the administrative scale structure for the Attorney-General's department is provided at **Attachment E**. We estimate that the minimum size of such a department for it to reflect *What States Do* should be 229.53 FTEs. This is almost **2.67 times** the Commission staff estimates but comprises just 37% of the ACT's head-office of the Attorney-General's department consisting of 620 FTEs, which makes us contend that our estimate is a reasonable one.

Also, as a broad measure of comparison, the estimate of FTEs is less than that of the administrative scale estimates for Health and Education (inclusive of post-secondary education) which were about 318 FTEs and 243 FTEs respectively.

The total cost has been estimated to be \$58.7 million (2017-18) with the ratio of labour to non-labour costs being about 65:35.

As far as the estimates of the statutory bodies are concerned, the ACT has only one issue with those estimates. As in the case of the statutory bodies for the cultural, sporting and national parks services, we consider a 10% discount to be completely unjustified. The rationale is the same as explained earlier.



## ATTACHMENTS

- A. Salaries (exclusive of superannuation and long-service leaves) as on 1 July 2017 for classifications used in the ACT's administrative scale estimates
- B. Administrative scale estimates for the ACT Treasury (structure as defined by the CGC staff)
- C. Administrative scale estimates for the ACT Chief Minister's Department (structure as defined by the CGC)
- D. Administrative scale estimates for the ACT's statutory bodies
- E. Administrative scale estimates for the ACT's Attorney-General's department



**ACT**  
Government

Chief Minister, Treasury and Economic  
Development Directorate

September 2018

**Attachment A**  
**Salaries as on 1st July 2017**  
(exclusive of superannuation and long-service leaves)

All Classifications	Minimum (\$)	Maximum (\$)
<b>Nursing</b>		
Assistant In Nursing	48,888	50,543
<b>Enrolled Nurse</b>		
Enrolled Nurse Level 1	57,635	61,578
Enrolled Nurse Level 2	62,564	62,564
<b>Registered Nurse</b>		
Registered Nurse Level 1	63,548	84,888
Registered Nurse Level 2	88,249	93,533
Registered Nurse Level 3	101,175	114,377
Registered Nurse Level 4	114,377	130,586
Registered Nurse Level 5	114,377	172,279
<b>Medical</b>		
<b>Resident Medical Officer</b>		
RMO1 - Resident Medical Officer 1	79,682	79,682
RMO2 - Resident Medical Officer 2	87,410	87,410
RMO3 - Resident Medical Officer 3	98,704	98,704
RMO4 - Resident Medical Officer 4	106,957	106,957
<b>Registrar</b>		
R1 - Registrar 1	98,704	98,704
R2 - Registrar 2	106,957	106,957
R3 - Registrar 3	115,247	115,247
R4 - Registrar 4	123,327	123,327
SR - Senior Registrar	138,667	138,667
<b>Junior Medical Officers</b>		
JRMO - Junior Medical Officer	68,094	68,094
Career Medical Officer Grade 1	122,913	148,507
Career Medical Officer Grade 2	154,221	183,145
Career Medical Officer Grade 3	197,201	211,643
<b>Postgraduate</b>		
PF - Postgraduate Fellow	191,047	191,047
<b>Senior Specialists</b>		
Snr Specialist - Senior Specialist	222,205	222,205
Snr Specialist C - Senior Specialist C	166,654	166,654
<b>Specialist</b>		
Specialist1 - Specialist Level 1	164,470	164,470
Specialist2 - Specialist Level 2	174,088	174,088
Specialist3 - Specialist Level 3	183,697	183,697
Specialist4 - Specialist Level 4	193,338	193,338
Specialist5 - Specialist Level 5	202,960	202,960
SMA (TCH) - Specialist Medical Administrator (TCH)	149,464	149,464
Specialist1C - Specialist Level 1C	123,353	123,353

Specialist2C - Specialist Level 2C	130,566	130,566
Specialist3C - Specialist Level 3C	137,773	137,773
Specialist4C - Specialist Level 4C	145,003	145,003
Specialist5C - Specialist Level 5C	152,220	152,220
<b>Deputy Medical Superintendent</b>		
DMS2 - Deputy Medical Superintendent Level 2	158,083	158,083
DMS1 - Deputy Medical Superintendent Level 1	181,730	181,730
<b>Dental</b>		
<b>Dental Assistant</b>		
UDA - Unqualified Dental Assistant	44,468	44,468
QDA - Qualified Dental Assistant	52,996	61,965
PDA - Principal Dental Assistant	72,175	72,175
Dentist - Level 1	73,210	88,899
Dentist - Level 2	100,462	133,197
Dentist - Level 3	138,078	138,078
Dentist - Level 4	147,521	147,521
Dental Receptionist	52,996	58,516
<b>Admin/Clerical</b>		
<b>Executive</b>		
<b>Executive Level 1</b>		
Executive Level 1.1	149,390	149,390
Executive Level 1.2	164,759	164,759
Executive Level 1.3	180,124	180,124
<b>Executive Level 2</b>		
Executive Level 2.4	205,013	205,013
Executive Level 2.5	216,060	216,060
Executive Level 2.6	256,796	256,796
<b>Executive Level 3</b>		
Executive Level 3.7	266,397	266,397
Executive Level 3.8	281,684	281,684
Executive Level 3.9	297,048	297,048
Executive Level 3.10	312,418	312,418
Executive Level 3.11	329,621	329,621
Executive Level 3.12	355,510	355,510
<b>Admin Clerical</b>		
<b>Admin Assistant</b>		
GAA.1 - Graduate Administrative Assistant increment 1	66,656	68,699
Indigenous Trainee	47,088	51,800
ASO Level 1	47,088	51,800
ASO Level 2	52,991	58,513
ASO Level 3	60,039	64,616
ASO Level 4	66,656	72,175
ASO Level 5	74,081	78,415
ASO Level 6	79,824	91,356
Senior Officer - Grade A	137,415	137,415
Senior Officer - Grade B	118,319	133,197
Senior Officer - Grade C	100,462	108,140

PAO Level 1	68,699	78,415
Public Relations Adviser Class 1	71,928	78,415
PAO Level 2	83,051	94,065
Public Relations Adviser Class 2	87,541	94,065
PAO Level 3	105,454	124,436
Public Relations Manager Class 1	118,933	124,436
Senior Public Affairs Officer	133,197	139,641
Public Relations Manager Class 2	139,641	139,641
<b>Trainee IT Officer</b>		
TITO - Trainee Information Technology Officer	47,088	47,088
Information Technology Officer Level 1	64,616	73,554
Information Technology Officer Level 2	79,824	91,356
<b>Senior Information Technology Officer</b>		
SITO Grade A	137,415	137,415
SITO Grade B	118,319	133,197
SITO Grade C	100,462	108,140
<b>Cadet</b>		
Practical Training	47,088	51,800
Full Time Study	26,840	27,695
Stores Supervisor	55,749	58,511
<b>Senior Stores Supervisor</b>		
SSS Level 1	60,039	61,540
SSS Level 2	66,656	68,699
SSS Level 3	74,079	74,079
<b>Research Officer</b>		
Research Officer Grade 1	54,385	64,616
Research Officer Grade 2	66,656	72,175
Senior Research Officer Level 1	74,081	78,415
Senior Research Officer Level 2	79,824	91,356
Principal Research Officer	94,065	101,983
<b>Clinical Coders</b>		
Trainee Clinical Coders	60,045	78,150
<b>Legal Officer</b>		
Legal Officer Level 1	61,785	124,436
Legal Officer Level 2	135,195	140,752
<b>Hotel and Allied</b>		
Health Service Officer Level 2	45,301	46,843
Health Service Officer Level 3	48,385	49,958
Health Service Officer Level 4	49,958	51,869
Health Service Officer Level 5	52,606	55,221
Health Service Officer Level 6	55,221	57,595
Health Service Officer Level 7	59,230	62,549
Health Service Officer Level 8	64,188	67,825
Health Service Officer Level 9	69,148	78,145
Health Service Officer Level 10	79,824	91,356
Facilities Service Officer Level 3	48,385	49,958
Facilities Service Officer Level 4	49,958	51,869

Facilities Service Officer Level 5	52,606	55,221
Facilities Service Officer Level 6	55,221	57,595
Facilities Service Officer Level 7	59,230	62,549
Facilities Service Officer Level 8	64,188	67,825
<b>Building Trades</b>		
BT - Building Trade	69,148	69,148
SBT - Senior Building Trade	76,482	76,482
BTI - Building Trade Inspector	95,340	95,340
SBTI - Senior Building Trade Inspector	118,319	118,319
BTIM - Building Trade Inspector Manager	143,278	143,278
<b>Apprentice</b>		
First Year	22,094	24,568
Second Year	31,997	33,233
Third Year	39,425	40,661
Fourth Year	46,850	48,088
<b>Medical Support</b>		
<b>Health Professional</b>		
Allied Health Assistant Level 1	38,639	38,639
Allied Health Assistant Level 2	50,040	57,369
Allied Health Assistant Level 3	61,115	67,825
Health Care Assistant - Level 1	37,505	37,505
Health Care Assistant - Level 2	46,966	48,493
Health Care Assistant - Level 3	52,913	54,077
Health Care Assistant - Level 4	56,409	56,991
Health Care Assistant - Level 5	59,322	59,322
Health Professional Level 1	57,941	73,823
HP1.1Phar - Health Professional Level 1 Pharmacist	64,379	73,822
Health Professional Level 2	61,784	84,816
HP2.1Phar - Health Professional Level 2 Pharmacist	61,784	89,025
HP2.6Path - Health Professional Level 2 Pathology	81,560	89,174
Health Professional Level 3	87,257	96,502
HP3.1RAD - Health Professional Level 3 - Radiographer (10% SEA)	95,983	106,152
HP3.1NMT - Health Professional Level 3 - Nuclear Medicine Technologist (10% SEA)	95,983	106,152
HP3.1Phar - Health Professional Level 3 Pharmacist	96,452	101,646
HP3.1Path - Health Professional Level 3 Pathology	95,652	101,649
Health Professional Level 4	100,462	108,140
HP4.1NMT - Health Professional Level 4 - Nuclear Medicine Technologist (10% SEA)	110,508	118,954
HP4.3PGC - Health Professional Level 4 - Post Grad Quals (7% SEA)	115,550	115,550
HP4.1Phar - Health Professional Level 4 Pharmacist	112,190	115,354
HP4.1RAD - Health Professional Level 4 - Radiographer (10% SEA)	110,508	118,954
HP4.1Path - Health Professional Level 4 Pathology	112,176	119,854
<b>Health Professional Level 5</b>		
HP5.1 - Health Professional Level 5	118,319	133,197
HP5.1RAD - Health Professional Level 5 - Radiographer (5% SEA)	124,235	139,857
HP5.1Phar - Health Professional Level 5 Pharmacist	118,320	133,198
<b>Health Professional Level 6</b>		
HP6.1 - Health Professional Level 6	137,415	137,415

HP6.1Phar - Health Professional Level 6 Pharmacist	144,286	144,286
HP6.1RAD - Health Professional Level 6 - Radiographer (5% SEA)	144,286	144,286
<b>Sterilising Services</b>		
<b>Broadband Health Services Officer</b>		
BHSO Level 3	48,385	49,958
BHSO Level 4	50,582	51,869
<b>Sterilising Services Technical Officer</b>		
Sterilising Services Tech Officer Level 1	54,720	57,369
Sterilising Services Tech Officer Level 2	59,230	67,825
<b>Radiation Therapist</b>		
RT Grade 1.1 - Radiation Therapist Grade 1	62,139	62,139
RT Grade 2.1 - Radiation Therapist Grade 2	64,391	88,998
RT Grade 3.1.1 - Radiation Therapist Grade 3	95,549	112,216
RT Grade 4.1.1 - Radiation Therapist Grade 4	115,266	125,872
RT Grade 5.1 - Radiation Therapist Grade 5	134,849	145,316
RT Grade 6.1 - Radiation Therapist Grade 6	148,838	155,837
<b>Radiation Therapist Old Levels (Not in Use)</b>		
Radiation Therapist Grade 1	61,221	87,683
Radiation Therapist Grade 2	94,816	97,215
Snr. Radiation Therapist Grade C	113,563	117,319
Snr. Radiation Therapist Grade B	132,856	143,168
Snr. Radiation Therapist Grade A	153,534	153,534
<b>Medical Physicists</b>		
Medical Physics Registrar	65,306	87,476
Medical Physics Specialist	98,410	136,681
Senior Medical Physics Specialist	142,148	166,751
Principal Medical Physics Specialist	174,951	180,418
Chief Medical Physics	200,647	207,754
<b>Technical</b>		
Trainee Technical Officer	29,382	55,914
Technical Officer Level 1	54,720	57,369
Technical Officer Level 2	59,230	67,825
Technical Officer Level 3	69,148	78,145
Technical Officer Level 4	79,824	91,356
<b>Senior Officer (Technical)</b>		
TSO Grade B	118,319	133,197
TSO Grade C	100,462	108,140
Facilities Technical Officer Level 1	54,720	57,369
Facilities Technical Officer Level 2	59,230	67,825
Facilities Technical Officer Level 3	69,148	78,145
<b>Professional Officer</b>		
<b>Professional Officer - Cadet</b>		
PO Cadet Practical Training	47,088	51,800
PO Cadet Full Time Study	26,840	29,526
Professional Officer Class 1	56,359	78,145
Professional Officer Class 2	79,824	91,356
<b>Senior Professional Officer</b>		

<b>Eng &amp; Related</b>		
SPOA (Eng & Rel) - SPO (Eng & Related) A	139,641	139,641
SPO Grade A	137,415	137,415
SPO Grade B	118,319	133,197
SPO Grade C	100,462	108,140
Infrastructure Officer Level 1	66,251	78,280
Infrastructure Officer Level 2	79,919	91,947
Infrastructure Officer Level 3	100,694	110,536
Infrastructure Officer Level 4	119,340	135,587
Infrastructure Officer Level 5	142,761	142,761
Infrastructure Manager/Specialist 1	153,082	153,082
Infrastructure Manager/Specialist 2	164,017	164,017
Infrastructure Manager/Specialist 3	174,951	174,951
<b>Psychologists</b>		
Manager Psychologist	142,188	142,188
Senior Psychologist	123,441	123,441
School Psychologist	75,401	108,208
<b>Schools</b>		
Chair Management Assignment Panel	18,655	18,655
Classroom Teacher	66,026	98,834
School Assistant Level 2	45,058	49,757
School Assistant Level 3	51,053	54,947
School Assistant Level 4	61,214	66,285
Executive Teacher	114,067	114,067
Deputy Principal	132,814	132,814
School Principal	145,868	175,149
School Network Leader	182,897	182,897
<b>Auditors</b>		
Audit Band 1.1	63,012	63,012
Audit Band 1.2	67,654	67,654
Audit Band 1.3	89,485	89,485
Audit Band 2.1	107,659	107,659
Audit Band 2.2	128,280	128,280
Audit Band 2.3	143,264	143,264
<b>Justice Services</b>		
<b>Parliamentary Counsel</b>		
Assistant Parliamentary Counsel level 1	61,785	124,436
Assistant Parliamentary Counsel level 2	135,195	140,752
Assistant Parliamentary Counsel level 3	150,895	157,416
<b>Senior Legal Officers</b>		
Chief Magistrate	403,653	403,653
Magistrate	354,407	354,407
President, ACT Civil and Administrative Tribunal (ACAT)	354,407	354,407
Presidential Member, ACAT	265,805	265,805
Senior Member, ACAT	180,124	180,124
Chief Justice of the Supreme Court	449,840	449,840
Justice of the Supreme Court	449,840	449,840



Judge	202,428	202,428
Solicitor General	440,843	440,843
Victims of Crime Commissioner	192,372	192,372
Director of Public Prosecutions	440,843	440,843
<b>Other</b>		
Senior Commissioner, Independent Competition and Regulatory Commission	387,176	387,176
General Service Officer Level 2	44,515	46,135
General Service Officer Level 3	47,087	48,840
General Service Officer Level 4	49,409	51,420
General Service Officer Level 5	52,198	54,949
General Service Officer Level 6	54,949	57,445
General Service Officer Level 7	59,230	62,549

Attachment A  
Administrative Scale Estimate for the ACT Treasury - Average Head-office Staffing Numbers for 2016- 2017

	Labour Costs (\$)	Non-labour Costs (\$)	All Classifications (FTE)	ASO Level 3	ASO Level 4	ASO Level 5	ASO Level 6	Senior Commissioner - ICRC	Executive Level 3.10	Executive Level 2.6	Executive Level 1.3	Executive Level 1.1	Infrastructure Officer Level 5	Infrastructure Manager/Specialist 2	Senior Information Technology Officer Grade A	Senior Information Technology Officer Grade B	Senior Information Technology Officer Grade C	Senior Officer - Grade A	Senior Officer - Grade B	Senior Officer - Grade C	Board Member Annual
Office of the Under Treasurer	\$963,560	\$82,010	5.1				1.00		0.96	0.04								0.97	1.00	1.08	
ECONOMIC AND FINANCIAL GROUP	\$4,143,841	\$1,106,064	31.76		0.38	3.39	3.85			1.04	3.92							4.01	6.17	9.00	
Economic and Financial Analysis	\$1,292,289	\$497,674	9.4			0.77	2.27				1.00							0.81	1.88	2.65	
Federal Financial Relations Unit	\$429,838	\$33,762	3.2		0.38		0.85											2.00			
Asset Liability Management	\$376,804	\$267,434	1.8								1.00								0.81		
Economic and Financial Group Executive	\$415,010	\$132,191	2.8			0.81				1.04										1.00	
Financial Framework Management and Insurance	\$840,621	\$91,422	8.6			1.00					0.92							1.20	2.48	3.04	
Macroeconomic	\$789,278	\$83,580	5.9			0.81	0.73				1.00								1.00	2.31	
Finance & Budget Division	\$5,447,322	\$1,259,484	40.37		4.35	5.38	10.73			0.88	3.00							7.92	2.00	6.11	
Expenditure Review Division	\$937,665	\$102,998	7.24	0.38			1.58				1.42							0.04		3.82	
Revenue Management Division	\$5,212,462	\$1,432,989	47.16	4.00	9.50	10.73	6.96			0.88								3.00	1.50	10.59	
Revenue Management Executive	\$511,888	\$161,137	4.8		0.50	0.73	1.08			0.88										1.59	
Taxation Legislation	\$237,877	\$67,421	2.0															1.00		1.00	
Tax assessment and collection	\$1,713,434	\$539,369	16.0	4.00	5.00	4.00	1.00											1.00		1.00	
Tax compliance	\$1,445,710	\$455,093	13.5		3.00	5.00	2.00												0.50	3.00	
Grants and Concessions	\$428,358	\$134,842	4.0			1.00	2.00													1.00	
Valuation Office	\$875,195	\$75,127	6.9		1.00		0.88											1.00	1.00	3.00	
INFRASTRUCTURE FINANCE AND ADVISORY DIVISION	\$1,580,936	\$560,929	8.58			0.92					3.81							0.81	3.04		
Private Public Partnership Advice	\$1,580,936	\$560,929	8.6			0.92					3.81							0.81	3.04		
WORKPLACE SAFETY AND INDUSTRIAL RELATIONS	\$1,501,079	\$737,428	8.80		0.58	1.15	0.27											0.98	2.87	2.95	
Executive - Office of Industrial Relations	\$962,305	\$467,428	6.4		0.58	1.15	0.27											0.98	2.18	1.27	
Industrial Relations Policy	\$538,773	\$270,000	2.4																0.69	1.68	
Infrastructure & Capital Works	\$776,423	\$362,123	2.69								0.92		0.35	1.42							
Director Infrastructure & Capital Works	\$224,796	\$21,432	0.9								0.92										
Capital works coordination	\$49,375	\$30,262	1.0										0.35	0.65							
Infrastructure Planning & Design	\$502,252	\$310,429	0.8											0.77							
Procurement and Capital Works	\$1,382,599	\$695,724	7.69			0.69	1.58			1.00								1.23	0.31	1.00	1.88
Procurement Executive	\$1,382,599	\$695,724	7.7			0.69	1.58			1.00								1.23	0.31	1.00	1.88
Office of the Chief Digital Officer	\$1,570,534	\$706,865	8.61		1.00		1.00			1.00	1.12				0.88			0.15	2.73	0.73	
Land development	\$1,390,801	\$970,176	12.53			1.94	1.58			0.85					2.77	4.50	0.90				
Strategy & Program Design	\$1,390,801	\$970,176	12.5			1.94	1.58			0.85					2.77	4.50	0.90				
Red tape reduction (Regulatory reform team in Chief Minister's)	\$773,910	\$125,308	4.77								0.92				1.08	1.23	1.54				
Independent Competition and Regulatory Commission	\$1,431,205	\$887,880	10.22	0.35		2.73		0.17				1.00						2.00	1.97	2.00	
ACT Gambling and Racing Commission (consisting of the Office of the Chief Executive (2 people), Coordination & Revenue, and Policy & Legislation teams (5 members each))	\$1,433,198	\$433,455	12.00		3.00		3.00				1.00					3.00	2.00				
Total for ACT Treasury (structure as defined by the CGC Staff)	\$28,545,535	\$9,463,432	207.5	4.7	18.8	26.9	31.6	0.2	1.0	5.7	16.1	1.0	0.4	1.4	4.7	8.7	4.4	21.1	21.6	37.3	1.9

75.1%

24.9%

## Attachment C

### Administrative Scale for the Chief Minister's Department - Average Staffing Numbers for 2016- 2017

[illegible]

**Attachment D**  
**Administrative Scale for the ACT Statutory Corporations - Average Staffing Numbers and Costs for 2016- 2017**

[illegible]

2.28	Assistant Parliamentary Counsel Level 3
	General Service Officer Level 5
	Infrastructure Officer Level 2
	Infrastructure Officer Level 3
	Infrastructure Officer Level 4
	Infrastructure Officer Level 5
	Infrastructure Manager/Specialist 1
	Infrastructure Manager/Specialist 2
	Infrastructure Manager/Specialist 3
	Senior Information Technology Officer Grade A
	Senior Information Technology Officer Grade B
	Senior Information Technology Officer Grade C
2.81 1.00 1.00	Senior Officer - Grade A
3.12 1.00	Senior Officer - Grade B
6.80 3.00 3.00	Senior Officer - Grade C
	SPO Grade A
	SPO Grade B
	SPO Grade C
0.12	Indigenous Trainee
	BMA
2.3	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
0.0	
4.8	
4.1	
12.8	
0.0	
0.0	
0.0	
0.1	
0.0	

**Administrative Scale for the ACT's Attorney-General's Deptt - Average Head-office Staffing Numbers and Costs for 2017-2018**

64.7%	35.3%
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