

Service Tasmania Board

Annual Report

2010 - 2011



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ISSN 1832-2166

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A Message from the Chair

As the Chair of the Service Tasmania Board I have seen the Service Tasmania network grow and flourish in the thirteen years since the first Service Tasmania shop opened in Hobart. Service Tasmania now encompasses 27 shops, 2 telephone contact centres, a website, and approximately 200 staff members throughout the state. In 2010-11, a staggering 3.68 million payments, calls, queries and visits were made to Service Tasmania shops, phones and the online site.

However, something that has not changed in that time has been our commitment to keeping the customer at the heart of what we do.

There have been a number of highlights this year, including:

- A survey of 1 093 of our customers indicating 94 per cent were satisfied with their Service Tasmania experience, and 98 per cent had their expectations met.
- The relocation of the Longford shop.
- The ongoing involvement in the establishment of the West Coast Hub (due to open in October) and other Hub developments.
- The development of the new Client Update Service (CUS) which will provide a more efficient way for customers to update their contact details with government.
- A growth in electronic payments (online and over the phone) as Tasmanians embrace self service options.
- The successful implementation of new, more effective search software on to Service Tasmania Online.
- A continued growth in the number of Personal Identification Cards, allowing Tasmanians access to a cost effective alternative form of photo identification.

Achievements such as these are the result of a year of hard work by our passionate staff, working together towards a common goal - Service Tasmania's vision to provide easy access to government for all Tasmanians. I would like to take this opportunity to thank them and look forward to continuing to build on this success in the coming year.

Rebekah Burton
Chair
Service Tasmania Board

Service Tasmania Profile

Strategic Vision

The Service Tasmania vision is to be acknowledged as a leader in providing innovative and personalised customer access to government information and services.

Mission Statement

The Service Tasmania mission is to provide the community with access to government information and services.

The Board Charter

The Charter of the Service Tasmania Board is to:

- Manage the provision of consistent high quality statewide services through the service delivery channels;
- Identify and implement new service delivery opportunities;
- Undertake marketing activities; and
- Ensure appropriate financial and budget control.

Background

Service Tasmania was established to improve access to government services for Tasmanians, and to provide customers with convenient choices when accessing those services. Services are delivered over the counter through Service Tasmania shops located around Tasmania, through Service Tasmania over the phone using the One Number for Government and Phone bill payment services and through Service Tasmania over the Internet using the Service Tasmania website.

Service Tasmania provides improved customer service options for Tasmanian Government agencies, through a whole of government approach to service delivery. Increased inter-agency communication facilitates identification of cross-agency, customer focused service delivery within the overall government framework.

Since its inception, Service Tasmania has entered into a range of partnerships with Local and Commonwealth Government organisations to deliver services. These partnerships have enhanced the ability for customers to access a broad range of services from the three levels of government.

Governance

Service Tasmania Board

The Service Tasmania Board is comprised of a Chair and six members who are drawn from government on the basis of demonstrated expertise in management of government business. The Board is chaired by the Deputy Secretary of the Department of Premier and Cabinet (DPAC) and is appointed by and responsible to the Secretary of DPAC.

As at 30 June 2011, the Board membership was as follows:

Chair

Rebekah Burton

Deputy Secretary, Department of Premier and Cabinet

Members

Siobhan Gaskell

Director, LINC Tasmania

David Peters

Deputy Secretary, Infrastructure, Department of Infrastructure, Energy and Resources

Robert Cockerell

General Manager, Corporate Services, Department of Primary Industries, Parks, Water and Environment

Scott Tilyard

Deputy Commissioner, Department of Police and Emergency Management

Elizabeth Jack

Deputy Secretary, Culture, Recreation and Sport, Department of Economic Development, Tourism and the Arts

Michael Stevens

Deputy Secretary, Corporate Services, Department of Justice

Service Tasmania Unit

The Service Tasmania Unit within DPAC undertakes a variety of functions. These include:

- The identification and development of new business opportunities across the three Service Tasmania service delivery channels;
- Executive support to the Service Tasmania Board; and
- The coordination of services across the Lead Agencies.

Operational Management

Operational management for Service Tasmania's three service delivery channels is provided through three 'Lead Agencies' – the Department of Primary Industries, Parks, Water and Environment (DPIPWE); TMD in the Department of Premier and Cabinet (DPAC) and; the Department of Education (DoE). The Board has a Master Level Agreement with each

Lead Agency, covering operational and business standards across the Service Tasmania organisation.

Both over-the-counter and phone transaction numbers dropped in 2010-11, reflecting in part the increased number of electronic payments being made.

Shops

DPIPWE is the Lead Agency for shop services. This Lead Agency manages the day-to-day operations of the 27 Service Tasmania shops around Tasmania. A list of Service Tasmania shops is provided at Attachment I.

Phone

TMD is the Lead Agency for phone services, and is responsible for managing the day-to-day operations of the Service Tasmania 'One Number for Government'.

Internet

The Department of Education is the Lead Agency for Service Tasmania Online. This Lead Agency is responsible for day-to-day management and development of the Service Tasmania Online website.



The entry to the Service Tasmania shop in Kingston

Service Delivery

Over the counter

The number of State, Commonwealth and Local Government services available to customers using Service Tasmania shops increased from 557 to 570 during 2010-11. This includes new services for Arthur-Pieman conservation area permits, applications for flood assistance grants and expansion of Security Agents licensing services.

For the 2010-11 financial year, the total number of over-the-counter transactions was 1 930 295, made up of 1.043 million financial transactions (down approximately 197 000 from 2009-10), 590 192 non-financial transactions and 297 181 customer interactions. There was \$214 934 702 in revenue collected, down from \$224 226 000 in 2009-10.



A satisfied customer being served in the Hobart Service Tasmania shop

Highlights and achievements for the over the counter services in 2010-11 include:

Improvements to Our Services for Our Customers:

- The opening of the Longford shop in new premises in the Browns Supermarket complex on 21 March 2011. The new shop provides improved access, increased customer space, and enhanced back-office processing facilities. Both staff and customers alike are enjoying the new amenities.
- The introduction of Justice of the Peace services to the Hobart and Rosny shops.
- A decrease in the number of Centrelink clients lodging their Application for Payment forms (SUI9s) over the counter in shops due to a successful Centrelink scheme increasing online form lodgements. A review of shops to assess requirements for PC upgrades and the introduction of multifunction units continues with Centrelink.

Streamlining Service Delivery

- A reduction in transaction times following the introduction of barcoding for DPIPWE invoices.
- The continued involvement of the Shop Operations Group in the LINC and Hub establishment programs - government initiatives to improve access to a wide range of government services by bringing together services such as Child and Family Centre, Library facilities and Service Tasmania in the one location.
- Participation in the development of new software systems, namely the Client Update Service (CUS) project, and the new procedural information system for staff (PIMS).

Developing Our People

- The Service Tasmania training program, 'Access and Equity in Customer Service' was provided for all staff including the Shop Operations Group.

Working with our partners:

- Working with the Department of Infrastructure Energy Resources (DIER) on a wide-ranging review of their Quest (service procedure) files to improve readability, understanding and efficiency.
- The DIER photo licensing tender was completed.

Over the phone

One Number for Government

The One Number for Government (1300 13 55 13) is a general enquiry number for customers wanting to obtain information or to contact the Tasmanian Government by phone. A total of 180 945 calls were answered in 2010-11, a drop from the 09-10 figure of 198 143.

The Service Tasmania Contact Centre continued to provide call screening and resolution services for a number of diverse government units, including Housing, Births Deaths and Marriages, Crown Land Services, MAST, and the Tasmanian Early Years Foundation.



Staff handling customer calls in the Government Contact Centre

Bill Payments by Phone

Service Tasmania's phone services include a range of telephone bill payment services through Interactive Voice Response (IVR) systems. Currently 43 different bills can be paid over the phone, and a total volume of 181 583 payments were made in 2010-11. A list of phone payment services is in Attachment 2.

The telephone bill payment service is available to customers 24 hours a day, 7 days a week, providing more choice for our customers.

Forms by Phone

Customers are able to request a variety of different forms and publications over the phone via the One Number for Government. These include Births, Deaths and Marriages, Seniors Bureau and Housing forms and publications. During 2010-11 a total of 3 458 forms and publications were sent to customers. Distribution of these is primarily by mail, however customers can also nominate to have them sent by facsimile or email.

Other Services

The Tasmanian Emergency Information Service (TEIS) is also based in the contact centre and maintained in a constant state of readiness, with monthly checks and updates of equipment and manuals, and ongoing training of coordinators.

Over the Internet

Resource Discovery

The Service Tasmania Online (STO) website is a resource discovery site which customers can use to locate a wide range of key State, Local and Commonwealth Government web-based resources. Approximately 3 500 resources are currently accessible through Service Tasmania Online.

Enquiries or feedback can be lodged via the Service Tasmania Help Desk email service on the website, which is managed by the Government Contact Centre (see above).

Online Bill Payments

Customers can also pay a range of bills online. During 2010-11, 132 151 payments were made through the Service Tasmania Internet payment service, which is an increase of 10.16 per cent on 2009-10's figure of 119 959 payments.

The combined value of electronic payments (payments made over the phone and online) through Service Tasmania's services was \$89 587 897 in 2010-11.

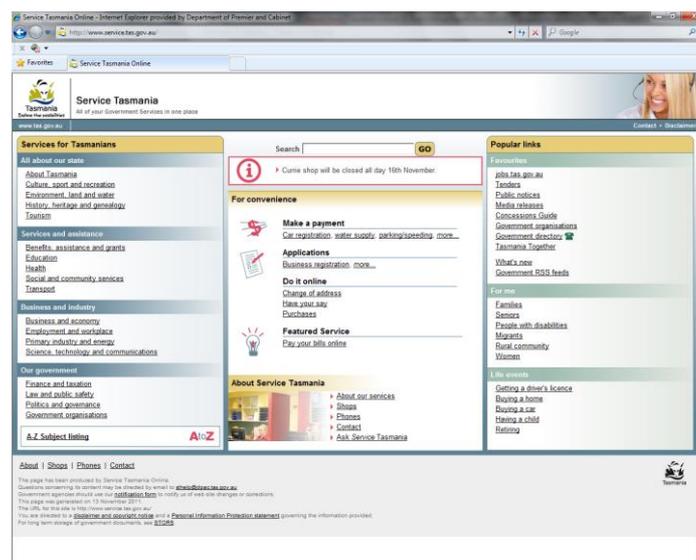
A full list of payments available through Service Tasmania Online is in Attachment 2.

Request for Information

There were 1 267 315 requests for information received through Service Tasmania Online. A table showing the requests for information from Service Tasmania Online since the establishment of the service is available in Attachment 3.

Ask Service Tasmania

Government Contact Centre staff (in TMD) administer the 'Ask Service Tasmania' email helpdesk service. This allows customers to ask questions through Service Tasmania Online, which are then referred or resolved by Contact Centre staff. In 2010-11, 1 846 queries were handled by staff.



The Service Tasmania Online portal page

Highlights for the year included:

- Participation in the National Government Service Directory trial.
- Migration of STO website hosting to TMD.
- Funnelback software was successfully implemented by STO.

Service Development and Improvement

Quest

Quest (Query Service Tasmania) is a business critical, web-based content management system providing procedural, service and associated information to Service Tasmania shop, phone, administrative staff, and officers working at the Transport Enquiry Service.

The files contributed by Client Agencies are constantly monitored and updated to ensure the information provided is accurate, relevant and current. Feedback from Customer Service Officers (CSOs) and phone staff is encouraged in an effort to continually improve and streamline the information. During 2010-11, 427 feedback suggestions and questions were received from staff. The majority of these resulted in file updates, additions or changes.

In 2010-11, 533 new information and procedural files were created and published in Quest, including a number of files regarding the expansion of the Agents' Licensing service for the security industry (Justice), five new Arthur-Pieman conservation area permit procedures, two separate flood assistance grant applications, and files explaining new processes for NEVDIS, the Client Update Service, the keys to drive initiative and the customer survey. This number also reflects files that were created for existing services and replaced or supplemented files already in the system.

The Procedural Information Management System (PIMS) Project

The PIMS Project is to replace Quest, in providing customer service related information, links, and forms to Service Tasmania shop and phone staff, and Transport Enquiry Service phone operators.

The Quest system was custom-built for Service Tasmania but is now becoming increasingly difficult to support, limited in capacity and functionality, and unable to be upgraded without major investment.

The project went through a rigorous procurement process, and the successful tender, UXC Eclipse proposed a SharePoint solution. The benefits and functionality of the software will deliver a much more flexible and comprehensive system, and the interest and potential take up of SharePoint across government will ultimately offer expansion and development opportunities well beyond the current project scope.

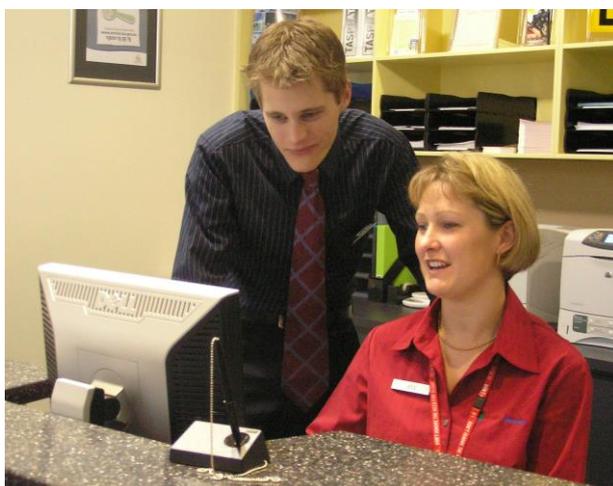
In August 2010 the project was deferred to allow for further investigation and to examine government partnership opportunities. The project will recommence in late 2011, with the system aimed to be completed by 30 June 2012.

Whole of Government Service Delivery Programs

Personal Information Card

The Tasmanian Government Personal Information Card (PIC) was introduced in December 2003 to replace the Proof of Age Card. The PIC can be used by persons of all ages for providing evidence of identity and age – most commonly in situations where an applicant cannot obtain (or retain) a driver licence.

The demand for PICs has increased each year since inception, with the total cards issued since commencement reaching 18 314 at 30 June 2011. During 2010-11, 4 376 Personal Information Cards (PICs) were issued, a 15 percent increase on the 2009-10 total of 3 730.



Service Tasmania shop staff processing a new application

Change of Address System

Service Tasmania continues to operate the Tasmanian Government Change of Address (CoA) email notification system. The system allows customers to notify 14 separate services of their new address details, using a single form. During 2010-11, Service Tasmania processed 6 086 CoA forms, continuing last year's trend of an approximately 3.5 per cent increase of the number of forms processed in the previous financial year.

Extensive work has been carried out during 2010-11 in relation to the development of a new Client Update Service (CUS), which is being designed to replace the existing CoA system. The new system was extensively and successfully tested in 2010-11.

Customer Survey

In 2010-11, the Service Tasmania Board endorsed the establishment of a program of continuous customer satisfaction measurement to replace the biennial customer survey.

The successful consultant to develop the program was Melbourne-based company Market Solutions Pty Ltd, who have extensive experience working with government to measure client

satisfaction, including working with Canberra Connect. The Service Tasmania Unit and Market Solutions worked together to develop a simple online survey which measured customer satisfaction, customer motivation, and included core questions from the Canadian CMT (Common Measurement Tool).

The single online survey was used regardless of the 'channel' the customer has had contact with. The consultants were asked to look at the most effective and appropriate method for engaging customers and making the survey accessible to them.

Additional time was required to engage with customers at the time of service; however this had only a minimal impact on resources. The value of the immediacy and relevance of the customer feedback received in the survey outweighed any apprehension over the change in methodology. The change provides the opportunity to capture and measure customer feedback more frequently than in the past, assisting in focusing our staff on the importance of providing quality customer service.

The survey commenced on 23rd May and ran until mid-June. 1 093 people completed the survey online, 98 per cent of customers said Service Tasmania had met their expectations, and 94 per cent of customers indicated they were satisfied with the service received.



Driver licensing remains a high volume service in shops

Partnerships

Service Tasmania continues to offer a wide range of services over the counter to Tasmanians. The collaborative and cooperative approach between Service Tasmania and Local and Australian Government organisations and Tasmanian State Government business entities continued in 2010-11.

Routine reviews of 20 Partnership Agreements were conducted during 2010-11. The Family Law Court of Australia decided not to renew its agreement, citing cost savings and development of their online services.

Business relationships between Service Tasmania and its partners operate on the basis of open communication and the shared objective of achieving quality customer service. The partnerships are formalised in contracts and agreements or, in some cases, by exchange of letters between the parties.

As at 30 June 2011, partnerships for the delivery of services over the counter were in place between Service Tasmania and the following organisations:

Commonwealth Government

- Australian Taxation Office
- Centrelink
- Commonwealth Ombudsman
- Department of Immigration And Citizenship
- Department of Veterans' Affairs
- Medicare Australia

Local Government

- George Town Council
- Kentish Council
- Meander Valley Council
- Northern Midlands Council

Other Organisations

- Aurora Energy
- Community Based Support South (CBSS)
- Forest Practices Board
- Inland Fisheries Service (IFS)
- Marine and Safety Tasmania (MAST)
- Motor Accident Insurance Board (MAIB)
- Teachers Registration Board
- The Public Trustee
- Westpac Banking Corporation
- Common Services Corporation (Onstream)
- UTAS (University of Tasmania)

Marketing and Promotion

Due to ongoing financial pressures, Service Tasmania's marketing and promotional program continued to be relatively restrained during 2010-11. Activities were focused on maintaining the flow of essential information (e.g. newspaper advertising regarding public holiday shop closures), rather than on active promotion of the broad Service Tasmania offering.

A revised Community Engagement Program will be presented to the Board in June 2012, to guide marketing and promotional activities in the following financial year. Priorities are likely to include increasing public awareness and usage of Service Tasmania, with a continued emphasis on electronic channels, and increasing our understanding of customer expectations, preferences and needs in terms of 'doing business with Government'.

Marketing, promotion and community engagement activities during 2010-11 included the following:

- Essential 'public awareness' advertising was carried out, such as public notifications regarding Easter and Christmas closures, and shop refurbishment notices.
- Extensive advertising and public awareness messages were prepared for the Longford shop relocation.
- Support and information were provided as part of the Customer Survey process, particularly to shop staff requiring posters, information and assistance with customer engagement.
- Show bags of products and information were provided to a number of school and community groups on request, and also provided to other areas of government as required.



A distinctive look and feel is maintained for all advertising, reinforcing the Service Tasmania brand.

Publications

The following documents were published by the Service Tasmania Unit in 2010-11.

Service Tasmania Board Annual Report 2009-2010	October 2010
Service Tasmania Strategic Plan 2010-2015	September 2010
Client Update Service (CUS) A5 Customer information notice	June 2011

Budget

The Service Tasmania Board is responsible for allocating budgets across Service Tasmania for the delivery of customer services. The Board receives its funding from a combination of the Consolidated Fund, agency contributions and revenue raised through partnership arrangements.

Attachment 4 shows the expenditure and source of funds for 2010-11.

Attachments

Service Tasmania Shop Locations (as at 30 June 2011)

Beaconsfield

West Tamar Council Chambers

Bridgewater

28 Green Point Road

Burnie

Reece House
48 Cattley Street

Campbell Town

Town Hall
Main Road

Currie

15 George Street
King Island

Deloraine

Council Chambers
8 Emu Bay Road

Devonport

Library Building,
21 Oldaker Street
Access off Fenton Way

George Town

Council Chambers
16-18 Anne Street

Glenorchy

Library Building,
4 Terry Street

Hobart

134 Macquarie Street

Huonville

LINC Building
14 Skinner Drive

Kingston

Shop 87A
Channel Court Shopping Centre

Launceston

Henty House
1 Civic Square

Longford

Shop 6/ 9 Wellington Street

New Norfolk

Police Station
14 Bathurst Street

Oatlands

Council Chamber
71 High Street

Queenstown

Court Building
2 Sticht Street

Rosny

Rosny Library Building
Bligh Street

Scottsdale

Council Chambers
3 Ellenor Street

Sheffield

64 High Street

Smithton

130 Nelson Street

Sorell

Shop 3/5 Fitzroy Street

St Helens

65 Cecilia Street

Triabunna

17 Vicary Street

Ulverstone

54-56 King Edward Street

Whitemark

Public Buildings
Lagoon Road
Flinders Island

Wynyard

72 Goldie Street

IVR and Internet Bill Payments available through Service Tasmania, as at 30 June 2011

Client	BPay	IVR	Internet
Department of Treasury and Finance			
Land Tax	✓	✓	✓
Payroll Tax	✓	✓	✓
Stamp duty loan payments	✓	✓	✓
Motor vehicle stamp duty		✓	✓
Liquor Licences		✓	✓
Marine and Safety Tasmania			
Boat registration renewals	✓	✓	✓
Mooring registration renewals	✓	✓	✓
Commercial Vessel Invoices	✓	✓	✓
Motor Boat Licence Renewals	✓	✓	✓
Department of Justice			
Court fines	✓	✓	✓
Tasmanian police infringement notices	✓	✓	✓
Other infringements	✓	✓	✓
Department of Infrastructure Energy and Resources			
Motor vehicle registration	✓	✓	✓
Department of Health and Human Services			
Dental Health		✓	✓
General Health Accounts	✓	✓	✓
Department of Education			
Hobart College		✓	✓
Elizabeth College		✓	✓
Rosny College		✓	✓
Claremont College		✓	✓
Teachers Registration Board	✓		
Department of Primary Industries, Parks Water and Environment			
Selected invoices only	✓	✓	✓
Inland Fisheries Service			
Inland Fisheries Licence Renewals		✓	✓
Tasmania Polytechnic, Tasmania Academy and Skills Institute			
Student Fees	✓	✓	✓
Commercial Fees	✓	✓	✓
Sponsor Fees	✓	✓	✓
Tasmanian Electoral Commission			
Failure to vote		✓	✓
Central Highlands Council			
Rates		✓	✓

Client	BPay	IVR	Internet
Clarence City Council Rates Dog Registration		✓ ✓	✓ ✓
Derwent Valley Council Rates		✓	✓
Dorset Council Rates Water		✓ ✓	✓ ✓
Flinders Island Council Rates Dog Registration		✓ ✓	✓ ✓
Glamorgan/Spring Bay Council Rates Dog Registration		✓ ✓	✓ ✓
Northern Midlands Rates Water Dog Registration		✓ ✓ ✓	✓ ✓ ✓
Southern Midlands Council Rates Water		✓ ✓	✓ ✓
Water Payments (On Behalf of Onstream) Southern Water Ben Lomond Water Cradle Mountain Water		✓ ✓ ✓	✓ ✓ ✓

Service Tasmania Online Internet Requests

Month	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
July		24 940	43 643	49 102	64 971	53 170	55 465	67 368	71 358	77 454	88 667	83 867	91 529
August		39 021	50 824	42 771	62 805	54 546	60 834	70 235	74 714	68 517	82 786	82 772	81 785
September		36 416	48 004	44 198	65 634	52 445	56 798	67 445	68 895	72 299	76 252	76 698	79 896
October		32 264	35 903	51 174	51 179	58 080	67 403	73 182	78 215	83 312	81 400	100 944	86 549
November		11 091	42 297	46 493	49 422	51 165	71 693	71 334	77 442	83 017	77 162	97 393	85 000*
December		10 912	28 333	32 588	42 756	48 437	54 142	60 820	66 380	77 204	77 846	88 150	85 000*
January		11 735	37 801	48 901	49 768	60 359	58 738	69 186	78 190	85 989	83 409	91 754	85 000*
February		12 080	39 605	58 619	47 314	67 615	59 201	67 568	73 740	79 458	75 343	90 601	120 254
March		12 125	42 618	52 602	54 153	66 222	70 346	74 699	85 182	81 903	89 945	110 516	148 082
April		19 197	38 749	62 224	48 282	52 640	70 634	64 146	76 406	81 632	79 836	88 058	123 627
May		55 634	51 082	61 627	54 436	55 916	71 232	74 530	83 617	88 732	85 505	91 663	140 398
June		39 089	44 914	54 437	50 071	53 265	65 351	69 452	72 813	85 232	86 039	88 449	140 195
ANNUAL TOTAL	106 004	304 504	503 773	604 736	640 791	673 860	761 837	829 965	906 952	964 749	984 192	1 090 865	1 267 315
<i>Cumulative Total</i>	<i>106 004</i>	<i>410 508</i>	<i>914 281</i>	<i>1 519 017</i>	<i>2 159 808</i>	<i>2 833 668</i>	<i>3 595 505</i>	<i>4 425 470</i>	<i>5 332 422</i>	<i>6 297 191</i>	<i>7 281 383</i>	<i>8 372 248</i>	<i>9 639 563</i>

* Estimate based on average of preceding 4 months. Stats missing due to move to Funnelback

NOTE: The move to Funnelback has changed the way stats are produced. The increase in monthly figures since Feb 2011 may not indicate an increase in use of the site.

SERVICE TASMANIA - OPERATING BUDGET 2010 - 11 as at 30 June 2011

Details	SHOP	ONLINE	PHONE	BOARD	QUEST REPLACEMENT	TOTAL
	Actual as at 30 June 2011					
Expenditure						
Marketing				35,562		35,562
Miscellaneous	10,528,114	424,729	135,486	4,927	1,209	11,094,465
Other Employee Related Expenses				47,495		47,495
Consultants						0
Information Technology				30,895		30,895
Salaries and Wages				234,941		234,941
Total Expenditure	10,528,114	424,729	135,486	353,821	1,209	11,443,359
Receipts						
Opening Balance as at 01/07/2010						611,038
Agency Fees						2,196,898
Partnership Fees						493,298
Transfer Consolidated Fund						8,923,000
Total Receipts						12,224,235
Carry Forward						780,875