

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS
ATTORNEY-GENERAL'S DEPARTMENT

Portfolio

Question No. 112

Senator Humphries asked the following question at the hearing on 12 February 2013:

Making the Public Service more efficient

Please provide an update of the savings achieved through pursuing further efficiencies in the way the public service operates (see media release by the Minister for Finance and Deregulation and the Special Minister of State of 25 September 2012

http://www.financeminister.gov.au/media/2012/mr_1982012.html).

In addition, please provide the following detail:

- 1) Can you quantify the estimated savings for each year over the forward estimates for reductions in air travel?
- 2) Has there been a reduction in business flights? What are the estimated savings for each year over the forward estimates?
- 3) Has there been a reduction in the use of external consultants and contractors?
 - a) Has this impacted on the Department/agency, and how?
 - b) What are the estimated savings for each year over the forward estimates?
- 4) Provide an update of moving recruitment advertising online. Is any recruitment still in printed materials, and if yes, why? What are the estimated savings for each year over the forward estimates?
- 5) Has the department/agency reduced its printing costs? If no, why not? Have printing costs increased, and if yes why and how much?
- 6) Has the five per cent savings target been achieved – if yes, how, or if it will not, why not? What are the estimated savings for each year over the forward estimates?

The answer to the honourable senator's question is as follows:

Attorney-General's Department

The Department will achieve savings over the forward estimate through a range of strategies including continued annual and mid-year reviews of each line of expenditure across the whole Department; implementing enhanced workforce planning strategies, reducing internal red tape, undertaking capital investments to further improve efficiencies in processes, workflows and information capture and management, and continually focussing on innovative, simpler and more cost-effective ways to meet the Department's priorities and strategic objectives.

1) The Department's travel policy guidelines require travel to be only undertaken where alternative technology options including video-conferencing and tele-conferencing are not suitable or viable alternatives.

For the year to 31 January 2013, the Department spent almost \$1.0m less on airfares than budget and \$0.625m less than the amount spent for the period 1 July 2011 to 31 Jan 2012. The Department's policy on domestic travel is that SES are generally not entitled to business class travel for flights of less than 2 hours duration and non-SES staff are generally not entitled to business class travel regardless of the duration of the flight. This policy has been in operation for several years.

Savings for each year over the forward estimates cannot be provided as Divisional budgets are established each financial year based on the Department's strategic and operational priorities at that time.

2) See answer to 1) above. Savings for each year over the forward estimates cannot be provided as Divisional budgets are established each financial year based on the Department's strategic and operational priorities at that time.

3) The Department controls its expenditure on consultants whereby all proposed consultancies above \$20,000 require the approval of the Secretary or the Deputy Secretary Strategic and Policy Coordination Group. This process has been in place for several years. For the period to 31 January 2013, there was a 53% reduction in the value of consultants compared to the period to 31 January 2012. The Department has only a relatively small number of contractors at any one time. Contractors are generally only engaged where there is no in-house capability or to meet short term urgent needs.

a) No significant impact. Depending on work priorities, some of this work may be performed by internal staff

b) Savings for each year over the forward estimates cannot be provided as Divisional budgets are established each financial year based on the Department's strategic and operational priorities at that time.

4) The Department had commenced transitioning to online advertising prior to 1 July 2012 and all recruitment advertising is now online. It is anticipated that all future advertising will be online with the only exceptions being the advertising of statutory or public office holder appointments for AGD portfolio agencies. Savings for each year over the forward estimates cannot be provided as Divisional budgets are established each financial year based on the Department's strategic and operational priorities at that time. In addition, recruitment costs are only a small proportion of the Department's total annual expenditures.

5) Where it is practical and effective, the Department is moving to online publications to reduce printing costs. Savings for each year over the forward estimates cannot be provided as Divisional budgets are established each financial year based on the Department's strategic and operational priorities at that time. In addition, printing costs are only a small proportion of the Department's total annual expenditures. Total printing and binding costs are around 21% lower when compared to the same period last financial year.

6) The Department has reduced its printing budget and expects these savings to continue over the forward estimates.

Administrative Appeals Tribunal

The Administrative Appeals Tribunal (AAT) continually reviews its supplier costs and work practices with a view to achieving its prescribed function at the best value for money that can be achieved at the time and within Government policy. Where possible, the AAT utilises whole-of-government and multi-agency procurement arrangements and internal procurement management to achieve that end.

Annual sub-budgets for functional areas are set each year and spending reviewed monthly against allocations to ensure responsible budget management. Specific reduction targets are not set but a needs prioritization model is used to ensure that core deliverables are given priority.

1. Air travel budgets are highly variable and are set based on expected need each financial year. Savings specific to air travel cannot be quantified over the forward estimates for this reason.
2. AAT staff, other than Statutory Office Holders and SES officers, are generally restricted to economy class travel in Australia. The AAT encourages Statutory Office Holders and SES officers (who have travel entitlements under the relevant determination of the Remuneration Tribunal or as conditions of their employment) to use economy class when travelling domestically. Savings are not identifiable as travel varies according to business requirements.
3. The AAT only uses consultants where there is a need for skills or expertise not available within the AAT. Contractors are also used in very limited circumstances, usually where a specific skill is needed on a short term temporary basis and it would be impractical to appoint an APS officer or where the nature of the work is specialised and required for intermittent or infrequent intervals not suited to an APS appointment. Due to the limited nature of the usage, there is limited scope for reduction in the use of consultants or contractors in the AAT.
 - a) Not applicable.
 - b) Budgets are set annual on an “as needed” basis and no savings can be quantified over the forward estimates on that basis.
4. Statutory Officer Holder vacancies are required to be advertised widely including print media. Advertising of these positions is handled by the Attorney-General’s Department on behalf of small agencies. APS vacancies are advertised online in accordance with Government policy on non-campaign recruitment advertising. Savings are unquantifiable due to vacancy advertising being demand driven.
5. Printing costs declined significantly from 2010/11 to 2011/12 and may be marginally lower in 2012/13, largely due to a reduction in the number of annual report copies produced which is also available online. Some ad hoc re-printing requirements for brochures and other materials for use by the public occurs infrequently and can influence the total in any particular year. Much of the materials for the public are also available online.

6. The AAT was not allocated an agency specific savings target for these particular costs but operates within its allocated funding as adjusted by Government decisions on savings and efficiencies.

Australian Commission for Law Enforcement Integrity

ACLEI has responded to the targeted savings measures by keeping under review discretionary spending on such expenses as travel, training, consultancies, printing and temporary staff, and looking to alternative modes of business delivery (including digital means) and cost-sharing or linking with other agencies.

In 2012–13 to date, ACLEI is operating within agreed resources. At this time, it is not possible to predict with certainty the effect in ACLEI of savings measures over the forward estimates.

- 1) Since much of ACLEI's air travel is associated with its investigation function, it is not possible to estimate or predict the savings for each year over the forward estimates. ACLEI takes account of the targeted savings measures for travel expenses through consistent application of the Use of the Lowest Practical Fare for Official Domestic Air Travel (Finance circular 2012/04) and Best Fare of the Day for International Air Travel (Finance Circular 2012/05) policies. Travel is booked centrally and approved on a case-by-case basis.
- 2) It is ACLEI's practice that officers fly economy for flights shorter than three hours duration. SES officers are entitled to business class travel, but—in line with the policy to manage discretionary spending—generally travel economy for short flights.
- 3) ACLEI carefully assesses the need for external consultants and contractors, case-by-case, and against business and operational priorities. As these needs vary from year to year, and the number of consultants and contractors employed annually by ACLEI is small, it is not possible to discern a meaningful trend.
- 4) ACLEI advertises all staff vacancies online. In 2012–13, to 31 January 2013, two vacancies for specialist positions were also advertised in the print media to reach a broader pool of potential applicants.
- 5) There has been no significant change to ACLEI's printing costs. ACLEI already publishes most reports and publications online. In the last three financial years, only the Integrity Commissioner's Annual Report and a promotional pamphlet have been published in hard copy. These documents are also available online.
- 6) See response at 5, above.

Australian Crime Commission

The ACC is contributing to making the public service more efficient through:

- Maintaining a business model that means the ACC can focus activity on the highest ACC Board approved priorities as resource allocations changes.
- Focusing resources on staffing expenditure. Through the reduction in operating budgets over successive years, the percentage of staffing expenditure against our Net Total Appropriation has grown from 56 percent in 2008–09 financial year to 78 percent in the 2012–13 financial year. This trend recognises the importance of skilled and specialist staff to the work of the ACC. However, the ACC will need to look at the level of staffing for 2013–14 due to reduced appropriation and increased costs.
- The ACC has undergone continuous operational and ‘back office’ cost reduction activities over the past three financial years.

Capacity to reduce operating budgets without staff reductions is increasingly difficult, the ACC will be reviewing the affordable staffing levels for 2013–14 and continue to monitor important agency capability areas to ensure they receive priority funding.

Additional Information:

- 1) The ACC was not required to demonstrate savings in domestic/international travel, having already reduced its travel budget by 52 per cent since 2010. The ACC manages the reduced travel budget through an increased use of ACC videoconferencing and teleconferencing facilities.
- 2) All travel decisions are taken on the basis that the travel is essential and alternatives to travel are not appropriate. SES staff and the CEO routinely forego their business class travel entitlement in order to preserve travel budgets. No targeted savings have been estimated apart from the intention to travel within allocated internal ACC budgets for the FY.
- 3) Yes
 - a) Yes. Reductions in expenditure will be achieved across the agency by a reduction in work under taken by contractors and consultants. Depending on work priorities, some of this work may be performed by internal staff.
 - b) The consultancy and contractor savings measure is \$851,480 over the forward estimates period: 2012–13 \$280,400, 2013–14, 2014–15 and 2015–16 \$190,360 p.a.
- 4) The ACC has recently implemented online recruiting with advertising already limited to the online APS Jobs and internet based jobs listings. The saving measure attributable to this is \$64,320 across the forward estimates period at \$16,080 p.a.
- 5) Yes.
- 6) Yes. Printing costs have been reduced through reduced production of publications and making publications available online. For example: the number of ACC 11–12 Annual Reports printed was halved in number. The savings measure attributable to this is \$107,520 across the forward estimates period at \$26,880 p.a.

Australian Customs and Border Protection Service

Customs and Border Protection is tracking to spend approximately \$700,000 less on economy class travel and \$100,000 less on Business class travel in 2012/2013 compared to 2011/2012. As part of the efficiencies, the agency has strongly encouraged economy class travel on short haul routes on the eastern seaboard by SES. The final amount of cost reductions will be subject to operational requirements to undertake travel for the remainder of the year. See also response to 3) below.

- 1) The agency is not able to accurately project savings across the forward estimates given air travel is subject to operational considerations. Notwithstanding, Customs and Border Protection will continue to pursue savings and efficiencies by reviewing the need and criticality of expenditure for air travel.
- 2) Yes - refer comments above. The agency is not able to accurately project savings across the forward estimates as outlined in 1) above.
- 3) In relation to contractors and consultancies, targeted efforts have been made to reduce the number of contractors, especially in ICT in the first half of the year. This has resulted in reductions in the number of contractors and associated costs. While consultancy expenditure is tracking lower to date (31/1/2013), the agency has a requirement for external assistance in the second half of the year to support the Reform Agenda, and it is unlikely there will be savings achieved compared to 2011/2012.
 - a) No significant impact. In part, the reduction in contractors has been offset by increased permanent recruitment to improve the ratio of permanent ICT staff to ICT contractors.
 - b) The agency is not able to accurately project savings across the forward estimates.
- 4) Customs and Border Protection continues to transition the majority of recruitment advertising from print to online in major capital cities. However, it is envisaged that print recruitment advertising will continue to provide better outcomes for the agency in remote regions. The agency is not able to accurately project savings across the forward estimates.
- 5) Printing and publications costs to date (as at 31/1/2013) are \$835,418 which is tracking in line with expenditure (\$1,168,593) for 2011/2012 noting that risk and annual plans are being considered for on line publication.
- 6) It is too early to tell the extent of publishing savings that will be achieved and whether the 5% target will be met.

Australian Federal Police

1. The AFP continually reviews its supplier costs with a view to reducing these costs. Specifically, the seven strategic principles for the AFP include reduce supplier costs, one AFP-one corporate and eliminate duplication. The AFP has been successful in reducing cost through a more strategic approach to market and leveraging opportunities available within existing panel and contractual arrangements.

The Government has asked that we continue to look carefully at the spending and find savings that reduce expenditure in non-staffing areas.

The AFP has reduced internal budgets by \$1.2m for airfares in 2012-13 and expects to meet these reductions on an ongoing basis.

2. The number of business class flights taken has reduced from 304 in quarter 1 2012/13 to 269 in quarter 2 2012/13. Savings for each year over the forward estimates cannot be provided as budgets are established each financial year based on the AFP's operational tempo at that time.

3.

a) Through internal budget allocations the AFP is encouraging more efficient work practices and strategic expenditure. Continued reporting and monitoring of expenditure activity in the target areas is positioning the AFP to achieve the expenditure reductions in non-employee expenditure, broadly against the categories identified while minimising the impact on operations.

b) The AFP has reduced internal budgets by \$3.1m for consultants and contractors and expects to meet these reductions on an ongoing basis.

4. From 1 July 2012, advertising of all AFP vacancies has been conducted in accordance with Department of Finance and Deregulation Guidelines. The majority of recruitment vacancy advertisements have been online with only three being in printed media. Print advertisements included:

- Aboriginal and Torres Strait Islander's cadetship and traineeship - Koori Mail and National Indigenous Times.
- Graduate Program - Graduate Opportunities 2013 Graduate Jobs Directory; and
- Entry in careers event handbook – Institute of Chartered Accountants Australia Employment Guide.

In each case, advertisements were booked through the master media agency (Adcorp Australia) and were placed in order to reach a specific target audience (including Aboriginal and Torres Strait Islander people and university graduates). All of these print placements were complemented by online advertising.

Based on forward estimates for recruitment advertising for the 2013/14 financial year, it is estimated that savings of approximately \$73,000 of the 2012-13 financial year's advertising spend may be achieved through an increased reliance on online advertising channels

5. The reduction in printing costs will be achieved through reviewing operational needs, increase in-house printing where possible, revise purchasing methods to ensure economies of scale are realised, ongoing usage analysis and publishing on-line where possible.

The AFP has reduced internal budgets by \$0.3m for printing costs and expects to meet these reductions on an ongoing basis.

6. See answer to question 5.

Australian Government Solicitor

Australian Government Solicitor (AGS) is a government business enterprise operating on a commercial and competitive basis in providing legal and related services to government and its agencies. AGS does not receive any Budget or other appropriations and its employees are engaged outside of the Public Service Act 1999. The question is therefore not applicable to AGS.

Australian Human Rights Commission

The Commission budgets to operate within its known and estimated funding receipts.

Each year the Commission's indexed funding is reduced through efficiency dividends and other savings measures.

The Commission seeks to reduce operating cost savings by focusing on the business practices it controls, to streamline internal processes and invest where appropriate in new technology.

Additional Information:

1) Operating costs, including air travel vary from period to period depending on the programs and activities underway at the time. It is not possible to readily quantify savings outputs in the absence of standardised inputs and processes.

Expenditure of funds are only approved when they are considered to be a proper use of Commonwealth resources, and not inconsistent with the policies of the Commonwealth. Relevant policies applied to manage costs of air travel expenditure include the lowest practical fare for domestic air travel and best fare of the day for international travel.

2) Commission staff other than Statutory Office Holders are generally restricted to economy class travel in Australia. In addition it is the general practice in the Commission that all staff including Statutory Office Holders use economy class when travelling domestically. During the current financial year no domestic business class fares were booked for any Commission statutory officer or staff member.

3) External consultants are used to access skills or resources unavailable within the Commission. External consultants are used sparingly by the Commission and only used when there is an identified requirement and funds are available. Any consultants engaged by the Commission must be approved by the Executive Director.

4) The Commission complies with the government's Non Campaign Recruitment Advertising Policy, which mandates the use of online recruitment advertising effective from 1 July 2012. During the relevant period all recruitment initiated by the Commission was done by online advertising.

5) The Commission incurs printing costs for the production of reports and educational materials. Expenditure on reports is undertaken when there is a need and funds have been allocated for this purpose. Generally the Commission is increasingly relying upon electronic media and distribution channels for reports and materials.

6) The Commission budgets to operate within its approved funding resources. The Commission's contribution to the savings measure was identified by Government and applied through a reduction in appropriated funds in 2012-13 (\$63k), and across each forward estimate period (\$56k).

Australian Institute of Criminology

1. Air travel has been significantly reduced over the past 3 years with only minimal savings to be made here. Tele-conferencing and video conferencing is used where possible. Savings of <\$10,000.

2. None. Business flights are only used on a rare basis and will be continued to be heavily restricted. Saving – Nil

3. The use of contractors and consultants is already restricted to that which is required for the AIC to deliver its outcomes. The changes to some research programs will see a reduction in the use of contractors and some work being done in-house. Given the nature of the AIC work, some research requires specialised expertise to be contracted. This is generally associated with external research contracts.

Savings of up to \$50,000 p.a. The majority of this has been undertaken in order to meet prior year efficiency dividends and measures.

4. The AIC has undertaken recruitment online only for the past 18 months. All recruitment will be online unless the recruitment for specialised expertise requires broader advertising. Savings - \$Nil

5. Over the past 2 years the AIC has moved from hard copy to e-publishing. This has seen saving of approximately \$50k per annum, most brought about by the need to achieve efficiencies driven by efficiency dividends. Further reductions to hard copy publications will result in annual saving of approximately \$10,000 - \$15,000.

6. The 5% savings target has been achieved largely through the items noted above, combined with other cost savings measures such as cutting staff and reducing the scale of research projects such as Drug Use Monitoring Australia. The current level of budget savings means that service delivery to government is being affected

Australian Law Reform Commission

1) The ALRC has already made substantial savings since 2010 in order to align our operations with our appropriation that was reduced in 2010 and forward years. The ALRC will continue to manage its resources responsibly, however we are not able to make any further savings, given our current level of resources, the efficiencies we have already made as outlined below and our work program.

Since 2010 the ALRC has:

- reduced our programs from two to one
- reduced the number of full-time Commissioners from 3 to 2
- halved our rent and office space
- lost 6 positions and
- adopted online communication strategies as an efficiency measure.

We are also now sharing a number of services with AGS, such as library resources, meeting rooms, reception, and facilities management to achieve further efficiencies.

In addition:

- 1) There are no further savings in travel that can be made by the ALRC. Consultation with stakeholders nationally is a fundamental element of the ALRC's law reform process. While the ALRC does consult via teleconferencing whenever possible, as a national law reform agency we must continue to ensure that people from around Australia are engaged fully in our inquiries and have access to our processes. The development of and maintenance of stakeholder goodwill requires a commitment to consultation in face to face meetings as a fundamental element.
- 2) ALRC officers never purchase business class seats, unless there are exceptional circumstances for example, for health reasons. Only our part-time Commissioners who are federal court judges travel business class.
- 3) The ALRC does not use external consultants or contractors, therefore there are no estimated savings for the ALRC in this regard.
- 4) The ALRC conducts an average of one recruitment each year and all recruitment is only via online avenues and has been so for a number of years. Therefore there are no further estimated savings for the ALRC in this regard.

- 5) Since 2010, the ALRC has already reduced its publication budget by half as a result of only publishing our final reports in hard copy for tabling purposes. This has saved the organisation around \$20,000 although the amount spent in any one year is dependent on the number of final reports published in that year. All our consultation papers have only been published online for a number of years now. The ALRC is therefore unable to make any further savings in this area.
- 6) The ALRC has not achieved a 5 % reduction in its expenditure since July 2012 for the reasons outlined above, The ALRC had already adopted the suggested measures and reduced its expenditure by 20% since 2011. We are unable to reduce expenditure further without compromising our current work program.

Australian Security Intelligence Organisation

- 1) The estimated savings each year over the forward estimates for reductions in air travel is \$1.4M.
- 2) There has been a reduction in business flights in 2012-13.

The estimated savings in business flights for each year over the forward estimates is:

	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000
Reducing business class travel business flights NOT business class flights	210	210	210	210

- 3) ASIO's expenditure on external consultants and contractors has been reduced in 2012-13
 - a) ASIO's aim is to achieve "knowledge transfer" to staff from consultants and contractors. This has mitigated the impact of reducing the number of consultants/contractors however there is a greater reliance on staff to undertake additional activities. If ASIO is required to further reduce engaging contractors this has the potential to more significantly impact "technical" areas as it is difficult to recruit staff for these activities.

b) The estimated saving for year over the forward estimates is:

	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000
Consultants and contractors	1,225	1,094	1,094	1,094

- 4) ASIO has used online media for recruitment advertising for a number of years. When the new Department of Finance and Regulation Non Campaign Recruitment Advertising Policy came into effect on 1 July 2012, ASIO ceased the use of daily newspapers as per the policy.

ASIO may seek a waiver to use daily newspapers in special circumstances, such as SES recruitment and hard to fill positions such as Intelligence Professionals. As per the policy, ASIO is able to seek a waiver to use daily newspapers for recruitment advertising in such special circumstances.

The estimated saving for each year over the forward estimates is:

	2012-13 \$'000	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000
Recruitment advertising	204	248	248	248

- 5) ASIO has been able to reduce overall “per click” print costs by approximately one third. This has been through the purchase of new, more efficient equipment (purchased through asset replacement programs) and moving to alternate paper stock. Printing costs have not increased.
- 6) ASIO has achieved the 5% savings target by reviewing and adjusting activities, processes and practices. The estimated savings for each year across the forward estimates is \$2.9M. These savings have been adjusted in ASIO’s forward departmental appropriations

AUSTRAC

AUSTRAC is achieving efficiencies through a range of measures. Since 1 July 2012, the agency has reviewed its organisational structure with the objective of improving process efficiency. The majority of AUSTRAC’s expenditure relates to people (staff and specialist contractors) and wherever possible consideration has been given to early cessation of contracts and non-ongoing staff. All other expenditure areas are also under continual review in order to pursue savings and efficiencies, in particular leveraging opportunities available within existing whole-of-Australian-Government panel arrangements.

- 1) Reduction in air travel spending will be achieved via consistent application of the Lowest Practical Fare and International Best Fare of the Day policies, and promotion of the agency’s Online Booking Tool. The majority of AUSTRAC travel expenditure relates to activities funded for a specific purpose, such as overseas technical assistance and training, or by external parties (for example, AusAID). Excluding travel related to these programs, expenditure is forecast to reduce from \$0.911 million in 2011-12 to \$0.801 million in 2012-13. This represents a saving of \$0.110 million for the current financial year, or 12.1 per cent. The agency does not budget at this level of detail across the Forward Estimates. However, AUSTRAC projecting travel expenditure in future years will be consistent with the lower cost level achieved in 2012-13.
- 2) There has been a reduction in business flights, which has contributed to the savings noted above. The agency does not budget at this level of detail across the Forward Estimates.
- 3) AUSTRAC’s use of contractors falls into two categories:
 - specialist IT contractors
 - general contractors.

The pool of specialist IT contractors has remained fairly constant, as this skill set is essential to the provision of all IT services that support AUSTRAC’s supervision and intelligence functions, as well as to support system development or enhancement projects. In line with the ICT (Gershon) Review, contracted ICT roles supporting business-as-usual activity have been progressively converted to employee-based roles. Use of general contractors is managed to ensure external services are purchased only to meet specific business needs where the required skills are not available within the agency. The agency does not budget at this level of detail across the Forward Estimates.

- 4) AUSTRAC has virtually eliminated all forms of recruitment via printed media. Since 1 July 2013, any recruitment advertising has been online via the APSJobs website. The agency does not budget at this level of detail across the Forward Estimates.

- 5) AUSTRAC's expenditure on printing and stationery for the 2011-12 financial year totalled \$0.254 million. The forecast expenditure for 2012-13 is \$0.196 million. This is a forecast reduction of \$0.058 million, or 22.8 per cent. The agency does not budget at this level of detail across the Forward Estimates.
- 6) AUSTRAC will achieve the 5 per cent savings target (in non-staffing areas) for the 2012-13 financial year. This has been achieved through careful financial management, by reducing or eliminating spending in areas that do not impact the agency's ability to deliver its core services. Where appropriate, new arrangements have been entered into that take advantage of whole-of-Australian-Government supplier terms (for example, telecommunications).

CrimTrac

- 1) CrimTrac air travel requirements vary from year to year based on business and project requirements. Savings are not identifiable due to the varying nature of business travel requirements. CrimTrac purchases airfares under the whole of government travel arrangements which were established to provide savings for air travel.
- 2) Business flight savings are not identifiable as CrimTrac travel varies according to business and project requirements. CrimTrac maintains a policy that restricts access to business class travel.
- 3) CrimTrac's consultant and contractor requirements vary from year to year based on business and project requirements. Savings are not identifiable due to the varying nature of business and project requirements.
- 4) Recruitment advertising at CrimTrac has been managed in accordance with the Department of Finance and Deregulation (DOFD) Policy on non-campaign recruitment advertising since its introduction on 1 July 2009. At present, all recruitment advertising at CrimTrac is online, except where exceptional circumstances exist involving specialist positions (such as SES-level positions) where the agency head is satisfied that print advertising is justified (as per section 3.4 of the DOFD Policy). All future recruitment advertisement will continue to be online, except where exceptional circumstances such as those mentioned previously justify alternative action. Savings are not identifiable as the quantity of recruitment activities requiring advertising is subject to change.
- 5) CrimTrac has updated printing devices and altered default print settings to reduce print costs. The default print settings are for double sided black and white printing. Print jobs are also confirmed at the printer, allowing print jobs queued in error to be removed. These measures are expected to reduce internal printing costs, however, Savings are not identifiable, as printing requirements vary according to business and project needs.
- 6) CrimTrac air travel, consultancy, contractor and recruitment expenditure vary from year to year according to business and project needs. Savings from the measures identified above are expected but are not able to be quantified.

Family Court of Australia

- 1.) Not Applicable

2.) Not Applicable

3.) Not Applicable

4.) The Court has fully transitioned to online recruitment advertising as per the Non Campaign Recruitment Advertising Policy of the Department of Finance and Deregulation which prohibits the use of print media, for Commonwealth of Australia agencies' recruitment advertising, from 1 July 2012.

On one occasion since this date the Court has used print media under clause 3.4 (See excerpt below) of this policy for a SES equivalent position that was considered hard to fill. The advertisement appeared in the Australian on 7 July 2012.

3.4 The Chief Executive of a FMA agency (or their delegate) may, in limited circumstances, consider and approve requests for an exemption from paragraph 4.4 of this Policy for hard to fill positions (such as the Senior Executive Service (or equivalent)) or target groups, where special circumstances justify a need for an advertisement. Other positions cannot be exempted from this Policy.

The estimated saving per year are \$5,770.

5.) Not Applicable

6.) Not Applicable

Federal Court of Australia

The Federal Court is implementing a range of electronic services nationally that will provide efficiencies in the way that the Court deals with litigants, as well as improving internal operating efficiencies.

- (1) Air travel reductions – not specifically targeted
- (2) Business flight reductions – not specifically targeted
- (3) External consultants and contractors - not a material cost and not specifically targeted
- (4) Recruitment on line – not a material cost and not specifically targeted
- (5) Printing – not a material cost and not specifically targeted
- (6) The Court has reduced its operating costs by 5% but not specifically in the areas specified above.

Federal Magistrates Court

1.) Not Applicable

2.) Not Applicable

3.) Not Applicable

4.) The Court has fully transitioned to online recruitment advertising as per the Non Campaign Recruitment Advertising Policy of the Department of Finance and Deregulation which prohibits the use of print media, for Commonwealth of Australia agencies' recruitment advertising, from 1 July 2012.

The Court has not used print recruitment this year.

The estimated saving per year are \$1,260.

5.) Not Applicable

6.) Not Applicable

High Court of Australia

The High Court of Australia was excluded from this savings measure.

Insolvency and Trustee Service Australia (ITSA)

ITSA				
Making the Public Service more efficient				
	2012-13	2013-14	2014-15	2015-16
	\$'000	\$'000	\$'000	\$'000
Additional Savings	161	116	116	116

1. Air travel is only utilised when necessary, ITSA is geographically dispersed as are our clients and stakeholders. Air travel is necessary to ensure effective operations. The air travel budget has not been set for the forward estimates periods and will be determined in due course based on operational needs.
2. Business flights have slightly reduced over the prior year; noting that the total operating cost has increased due to addition of a new programme 'Personal Properties Securities Register'.
3. From 30 January 2012 ITSA has taken responsibility for the Personal Property Securities Register. This new function has increased ITSA's total operating costs and as such the costs of consultants and contractors has also increased. The Personal Property Securities Register is fully cost recovered.
4. ITSA has moved all recruitment advertising online in this financial year. Expected saving are approximately \$26,000 per annum.
5. Printing cost has increased overall due to the production of material related to the establishment and ongoing operations of the Personal Property Securities Register. Printing costs have increased by approximately \$38,000 this financial year.

A reduction in appropriation funded expenditure has been achieved through increased efficiency in non staff expenditure, to the extent as outlined in table 1 above. Total expenditure has increased through the addition of the Personal Property Securities Register which is fully cost recovered.

National Native Title Tribunal

The NNTT will not be providing a response to this question, as from 1 July 2012 the National Native Title Tribunal is no longer a *Financial Management and Accountability Act 1997* Agency, and is funded to carry out its functions as a sub-program of the Federal Court of Australia's appropriation.

Office of the Australian Information Commissioner

The Office of the Australian Information Commissioner (OAIC) will continue to employ all available strategies to achieve savings over the forward estimates, including by further reducing travel between our office locations, further reducing the use of consultants and contractors, and by minimising the production of hardcopy publications.

Additional Information:

- 1) The OAIC currently uses video-conferencing to facilitate communication across the OAIC's two sites and to reduce the need to travel between office locations. Estimated savings have not been quantified.
- 2) There has been a general reduction in business flights. The OAIC will continue to ensure that business travel is only approved where alternatives to travel are not available. Estimated savings have not been quantified.

- 3) The OAIC makes minimal use of consultants and contractors and does not expect to make significant savings in this area.
- 4) The OAIC only uses online recruitment advertising.
- 5) The OAIC will look at reducing printing costs by producing hardcopy publications only when required, for example, for the purpose of tabling in Parliament. There may be other cases where hardcopy is required to ensure key education and awareness materials reach particular groups that traditionally access information in hardcopy. Estimated savings have not been quantified.
- 6) The OAIC's savings arising from this measure, and applied through a reduction in appropriated operating funds in 2012–13 was \$37,000, and is estimated to be \$33,000 across each forward estimate periods.

Office of the Director of Public Prosecutions

The CDPP will continue to review costs across a broad range of office functions rather than in relation to specific areas, services or programs.

- 1) The CDPP will continue to critically review all requests for air travel. Limited savings will be achieved.
- 2) Reduction in business flights will be considered on a case by case basis. Limited savings will be achieved.
- 3) The CDPP will continue to use contractors and consultants for essential activities only. Limited savings will be achieved.
- 4) The CDPP currently utilises online recruitment advertising. It is anticipated that this will continue. Limited savings will be achieved.
- 5) Greater use of online publishing will reduce printing costs. Limited savings will be achieved.
- 6) The CDPP will continue to review costs across a broad range of office functions to ensure it manages within reduced funding levels.

Office of Parliamentary Counsel

The Office of Parliamentary Counsel (OPC) will continue to look for further opportunities and employ available strategies to reduce expenditure and achieve savings through business process improvements, cooperative agency procurement of goods and services and shared services arrangements.

- 1) Air travel for OPC is not a significant cost. Overseas travel is minimal and must be approved by the Attorney General for First Parliamentary Counsel (FPC) and by FPC for all other employees. OPC actively manages domestic air travel expenditure through policies consistent with the Lowest Practical Fare and use of the travel management contractor's online booking tool. OPC does not budget at this level of detail across the forward estimates.
- 2) There was a reduction in business travel expenditure from the 2010-11 year to the 2011-12 year. As air travel is not a significant cost to OPC, limited savings can be achieved for this category of expenditure. OPC does not budget at this level of detail across the forward estimates.
- 3) Expenditure on consultants and contractors is minimal for OPC and is based on business requirements. OPC engages consultants and contractors where there is a lack of specialist expertise within the agency or when independent research, review or assessment is required, and where the engagement is cost effective. As it is not a significant cost for OPC, limited savings can be achieved from this category of expenditure.
- 4) All recruitment advertising for 2012-13 has been online. Recruitment advertising expenditure reduced from \$5,744 in 2010-11 to \$676 in 2011-12 and is nil YTD 2012-13. As all recruitment advertising is now online, minimal or nil expenditure is expected across the forward estimates.
- 5) Where possible, OPC is moving to online publication to reduce printing costs. Printing costs for OPC's 2011-12 Annual Report were \$790 less than for the 2010-11 Annual Report due to a reduction in the number of copies required. This was a 15% reduction in the printing costs for this publication.

Bill printing is based on the requirements of the Parliament and therefore these printing costs are not targeted for savings. The number of copies of legislative instruments being printed internally and tabled has been reduced in consultation with Parliament.

Other publications expenditure is based on cost recovery. On 11 July 2011, the Print on Demand functionality on the ComLaw public website was released. This functionality allows any user of the website to order and pay for a printed copy of the majority of published legislation. The release of this functionality means an increase in the availability of printed legislation with the costs limited to external demand.

6) See response to 5). OPC does not budget at this level of detail across the forward estimates.