



Statement of Corporate Intent

2013/14

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1. Executive Summary

ChemCentre is the leading analytical and chemistry facility in Western Australia. Through excellence in chemistry, the organisation plays a key role in matters of public and environmental health, justice, safety and security.

ChemCentre exists to provide essential chemical and forensic services to ensure a safe and prosperous Western Australian community. It applies technical knowledge to practical problems in order to achieve effective outcomes for communities, governments and industry. Within its areas of expertise, ChemCentre contributes to education and knowledge in WA; and operates a successful consulting business.

ChemCentre's **Vision**, to guide it over the next decade, is:

ChemCentre: the leading provider of essential chemical and forensic science services

Within this context ChemCentre's **Mission** over the life of its current Strategic Development Plan is:

ChemCentre: Chemical and forensic science services for a safe and prosperous Western Australia

To achieve this Mission by 2018, ChemCentre has adopted eight **strategic goals**:

By June 2018 ChemCentre will:

1. Be commercially sustainable
2. Be able to deliver to more and diverse customers and markets
3. Have a client base with long term relationships
4. Have developed and be maintaining a highly skilled workforce
5. Be delivering high quality and efficient services
6. Be benefiting from targeted research and development
7. Be protecting the community through analytical chemistry and forensic science services supported by applied research and development
8. Be promoting chemistry based education and training

Within this context, ChemCentre is required to develop annually a Statement of Corporate Intent reflecting the business directions for the relevant financial year. Under the *Chemistry Centre (WA) Act 2007*, this document must be approved by the responsible Minister, obtain concurrence by the Treasurer and be tabled in Parliament.

2. Introduction

ChemCentre is the leading analytical and forensic chemistry facility in Western Australia. Through excellence in chemistry, the organisation plays a key role in matters of public and environmental health, justice, safety and security.

ChemCentre was established by the Western Australian Government in the 1890s and has grown and evolved over the past 120 years to achieve recognition as a leader in analytical chemistry and forensic science.

ChemCentre exists to provide essential chemical and forensic services to ensure a safe and prosperous Western Australian community. It applies technical knowledge to practical problems to achieve effective outcomes for communities, governments and industry. Within its areas of expertise, ChemCentre contributes to education and knowledge in WA; and operates a successful consulting business.

To maintain relevance as our clients change, and their requirements evolve, ChemCentre is striving to build an innovative, flexible workforce, with the capacity to turn expert scientific knowledge into unique, high quality analytical services. This has driven a major change in workplace culture within ChemCentre, with a focus on maintaining excellence whilst increasing sales to fee-for-service clients.

ChemCentre has realigned how it presents its services to the market, with a revised focus on matching analytical services and consulting advice to market requirements and operational areas, such as environmental monitoring and occupational hygiene.

ChemCentre has also invested time in listening to its clients to better understand their requirements and how it can assist them in achieving their own goals in sustainability, financial performance and State responsibilities.

ChemCentre also runs an outreach and education program to promote the importance of chemistry in the community, and explain the role ChemCentre plays in supporting, protecting and developing Western Australia.

ChemCentre's core responsibilities, to the State Government and the people of Western Australia, are:

- *Customer service – delivery of analytical chemical services on time and within budget*
- *Keeping the State safe – provision of emergency and crisis response capabilities*
- *Assisting with policing – being a forensics centre of excellence*
- *Continuous improvement – getting better at what we do; and developing, keeping and applying intellectual property*
- *Zero harm – having effective management systems in place for safety, occupational health and the environment*
- *Social responsibility – cooperating with communities wherever we work*
- *Leveraging our core pool of expertise to provide educational services*
- *Conducting applied research that adds real value*
- *Growing the business to make it financially sustainable*
- *Minimising government allocations – delivering commercial outcomes on a fee-for-service basis*

This Statement of Corporate Intent (SCI) is submitted to the Minister in accordance with the *Chemistry Centre (WA) Act 2007* (the Act) and *Chemistry Centre (WA) Regulations 2007* (the Regulations).

Under the Regulations, ChemCentre is required to outline the major initiatives for achieving its strategic goals and the major planned achievements and measures by which it may be judged to have achieved those goals. ChemCentre is also required to summarise its operational activities and the financial impact of its strategic and operational activities.

In accordance with the Regulations, the Board and Executive of ChemCentre have reviewed the strategy for the organisation with a five year horizon to 2018 in its Strategic Development Plan. The 2013/14 SCI is consistent with this Strategic Development Plan.

The Strategic Development Plan will ensure that ChemCentre is recognised as the leading provider of premium chemical and forensic services. ChemCentre will be the trusted provider of essential chemical and forensic services to ensure a safe and prosperous Western Australian community.

This Statement of Corporate Intent outlines how ChemCentre will deliver against its strategic goals for the 2013/14 financial year.

3. Values

ChemCentre staff aspire to a set of values which are reflected in the way in which it operates and the relationship staff have between themselves and with others. These values are aligned to the Western Australian Public Sector Code of Conduct and underpin the way in which we do business:

Innovation - We support and encourage:

- Continuous improvement
- Creativity
- Challenges to established thinking
- Sharing and receiving ideas from everyone

Integrity - We:

- Are honest
- Behave ethically
- Are personally accountable

Quality - In our service delivery to clients, we expect:

- A disciplined approach to quality systems
- Accurate outcomes
- Fit for purpose results
- Defensible results

Commercial focus - We are committed to:

- Sustainable profit
- Efficient utilisation of resources
- Seeking and creating opportunities through a sales focus

Client focus - We work with our internal and external clients to:

- Ensure the highest degree of customer satisfaction
- Meet agreed standards and turnaround times
- Create benefits for both the client and the community
- Enhance client relationships

Our people - We expect our staff members to:

- Be respectful in all interactions
- Recognise the efforts and achievements of others
- Continually challenge themselves
- Continually learn and develop
- Work as a team, both within sections and across the organisation

4. Business Overview

The past financial year has been challenging for ChemCentre and has seen difficult market conditions impact on ChemCentre's financial performance. This has impacted on business planning and the actions which the Board and management will be adopting to address the Goals and Objectives which underpin ChemCentre's strategic direction.

The ChemCentre business proposition focuses on continuously improving provision of crucial community services for the people of Western Australia, coupled with analytical services and advice to government clients paid for through negotiated agreements, and commercial fee-for-service work on a competitive basis to other clients. In the 2013-14 financial year we expect to find ourselves in a situation in which revenue from commercial customers has started to decline at a time when economic circumstances make it difficult to replace this revenue. Further, changes in priorities and reallocation of funding to other programs within the public sector has resulted in decreased revenue from fee-for-service work from public sector clients. In addition, the salary cap applied to all government agencies will have a number of impacts.

ChemCentre has therefore realigned its organisational and business processes to meet these changing business conditions. To support an improved approach to service delivery for all clients, both public and private sector, ChemCentre has revised its internal operational

structures to create efficient working practices and ensure a client focus at all times. A more diverse management group within ChemCentre will promote flexibility and responsiveness, whilst also addressing one of ChemCentre's key strategic priorities – workforce planning. ChemCentre will also attempt to take advantage of the State Government's Voluntary Severance Scheme and will not renew employment contracts in appropriate areas of the business in order to reduce costs. ChemCentre management intends to renegotiate the salary cap on 2013-14 and the forward estimates appropriations to reflect the 84% of revenue from external sources. In addition ChemCentre will ensure all Government agencies requesting ChemCentre's services pay full cost recovery.

Challenges that now face ChemCentre in achieving improved profitability and its forecast 10% revenue growth target over the forward estimates depend on utilising capacity released through contracts which have ended. This will be addressed by adding new, more profitable lines of business that make use of ChemCentre's superior abilities and equipment. These include:

- Mine site rehabilitation and Acid Metalliferous Drainage (AMD),
- Water quality, particularly in mining and industrial settings,
- Dusts analysis ('air shed monitoring'), for mine sites and industrial development,
- Carbon accounting, and
- Workplace drug testing.

Significant increases in revenue from the above business opportunities are achievable in the forecast out years. ChemCentre has already achieved excellent revenue growth since becoming a Statutory Authority, as demonstrated in the table below. The actual growth in the last five years is a lead indicator of ChemCentre's potential for its future projected growth.

5. Strategic Direction

ChemCentre exists to provide essential chemical and forensic services to ensure a safe and prosperous Western Australian community.

While the community of Western Australia is the primary beneficiary of ChemCentre's services, major clients of ChemCentre include the Government of Western Australia and industry. ChemCentre achieves its ultimate aim of ensuring a safe and prosperous Western Australia by providing essential services to a range of Government agencies and chemical services to the Western Australian community.

ChemCentre aspirations and actions are guided by its values. ChemCentre staff value the following in the interactions between themselves and with their clients:

- Innovation
- Integrity

- Quality
- Commercial focus
- Client focus
- Our people.

ChemCentre's **Vision**, to guide it over the next decade, is:

ChemCentre: the leading provider of chemical and forensic science services

Within this context ChemCentre's **Mission** over the life of this Strategic Development Plan is:

ChemCentre: Chemical and forensic science services for a safe and prosperous Western Australia

To ensure the safety and prosperity of the Western Australian community, ChemCentre has built a team of highly qualified and experienced chemists with access to state of the art equipment of its own or in collaboration with AMRC and Curtin University.

ChemCentre has the opportunity to expand and develop its markets such that the organisation extends the reach of its services nationally and internationally, without compromising its commitments to the Western Australian community. Challenging ChemCentre to extend to other markets will, in fact, result in an improvement in service delivery to West Australians through development of staff and the necessary physical and intellectual capacity to be competitive in other markets.

To achieve this vision by 2018, ChemCentre will by necessity become a different organisation to that which it is now. The major transformations that will occur are reflected in its strategic goals:

By June 2018 ChemCentre will:

1. Be commercially sustainable
2. Be able to deliver to more and diverse customers and markets
3. Have a client base with long term relationships
4. Have developed and be maintaining a highly skilled workforce
5. Be delivering high quality and efficient services
6. Be benefiting from targeted research and development
7. Be protecting the community through analytical chemistry and forensic science services supported by applied research and development
8. Be promoting chemistry based education and training

6. ChemCentre Goals

Within the context of the strategic goals identified above, the Board and Executive of ChemCentre have identified a series of objectives against each goal. These need to be addressed by the organisation in order to achieve the vision during the strategic time horizon of 2018.

1. Commercial sustainability

By the end of the 2014/15 financial year, Government requires ChemCentre to meet the full cost of its commercial rent and fund ongoing asset acquisition. To remain competitive and meet this challenge will require ChemCentre to find, at a minimum, an additional \$6m profit over these three years to meet the withdrawal of funds and then sustain a minimum target of \$3m per year. In addition ChemCentre must maintain an additional profit over the 2011/12 baseline for the last two years of the Strategic Development Plan.

For 2013/14, therefore, the target will be an additional \$2m profit over the 2011/12 baseline.

All of ChemCentre's business areas must continually strive to identify new priority market opportunities, with a target for each financial year.

The following objectives need to be met to address this goal within the planning year:

- Ensure all business areas achieve revenue streams in excess of their direct costs
- Increase return to ChemCentre from services offered to clients
- Develop strategic partnerships to increase the range of services offered.
- Develop internal systems to maximise value to clients
- Develop internal systems to avoid commitment escalation
- Ensure contracts specify agreed "fit for purpose" expectations.

2. More and diverse customers and markets

ChemCentre continues to focus on developing new markets and products in order to increase revenue and be less reliant on appropriations.

This means ChemCentre must continue to develop its commercial approach and be less reliant on its current customer base, which is rather narrow and dominated by Government entities.

This will also require ChemCentre to review its current branding strategy and effectively communicate its value proposition.

The following objectives need to be met to address this goal within the planning year:

- Secure new high and medium value clients from identified Western Australian market opportunities
- Develop new products and markets
- Develop and implement efficient marketing and sales systems

- Ensure internal systems have the flexibility to respond to rapid changes in demand for services
- Secure additional national and international sales.

3. A core client base with long term relationships

ChemCentre is utilising its expertise to develop compelling business cases for its new and existing medium and high value customers to commit to long term relationships with ChemCentre. This means each of these major customers agreeing on the value proposition and ChemCentre delivering on it.

Elements of this value proposition include understanding the customer requirements, where applicable matching regulator's requirements to customer goals (i.e. being a bridge) and keeping clients informed about risks and opportunities. Actions will include developing regular newsletters, actively identifying the key ingredients of the "valued client relationship" desired by the client(s) and identifying what their future needs may be.

ChemCentre has highly sophisticated Laboratory Information Management Systems (LIMS) for tracking workflows. It is currently and will continue to invest in these internal systems and upgrade them to track customer's jobs and financial information to provide real time information and reports to clients, staff, management and the Board.

Securing long term relationships relies on understanding the customer needs and building selective alliances. The key ingredients of a valued client relationship must become automatic to staff: high levels of expertise, excellent service, a confident and interested response to client queries and concerns.

The following objectives need to be met to address this goal within the planning year:

- Ensure best practice interaction with clients
- Improve communication with clients to reinforce ChemCentre brand and service offerings
- Improve internal systems for client interaction.

4. Develop and maintain a highly skilled workforce

ChemCentre invests considerable effort in defining the competencies required to deliver the range of services it offers or plans to offer over the next five years. It is constantly matching current competencies against these requirements and ensuring its externally provided or in-house training and its recruitment processes are in place to meet them. It has developed a workforce plan which encompasses all the requirements to build and maintain a highly skilled workforce.

Over the coming year considerable emphasis will be placed on increasing workforce flexibility and mobility within the workforce to meet changing conditions. This includes an emphasis on cross-training across business areas to ensure service resilience. There will also be a focus on individual

accountability through the performance and development process for skills acquisition for personal development.

The following objectives need to be met to address this goal within the planning year:

- Increase flexibility and mobility within the workforce
- Improve internal communication on team, section and divisional plans, roles and work being undertaken
- Increase individual accountability for skills acquisition to further ChemCentre goals
- Implement an enhanced reward and recognition system to foster individual excellence.

5. High quality and efficient services

ChemCentre has a long track record of delivering high quality services to its clients through its rigorous accredited quality control systems in analytical chemistry and forensic services. However, it strives to continuously improve these services. There is always scope to review and revise methods and to ensure the service offered is “fit for purpose”. The same or similar methods are currently offered across several business areas so there is continued scope for reducing duplication and strengthening collaboration across these business areas. ChemCentre also outsources some of its work as the front end of a “one stop shop” to clients. This model needs to be constantly reviewed as volumes change or available methods are modified and come within scope of ChemCentre’s expertise or business aspirations.

ChemCentre must also continually review its strengths in certain business areas, especially with the specialised equipment or technology that it has available to it and determine how it can be deployed to deliver more efficient services to clients.

The following objectives need to be met to address this goal within the planning year:

- Enhance ability to produce cost effective, fit for purpose results
- Ensure the most efficient utilisation of existing equipment
- Develop best practice ICT systems to support client needs
- Implement procedures for staff to be accountable to clients for outcomes and outputs
- Integrate key strategic goals across the organisation to ensure integrated service delivery.

6. Targeted research and development

In order to maintain its relevance and reputation ChemCentre must continually innovate through applied research and development. It has mandated responsibilities such as responses to hazardous chemical and biological emergencies for which it must maintain capability. To create a service advantage in key fields it must ensure that the methods it offers to clients are at the “cutting edge” and delivered in the most efficient and cost effective manner possible.

ChemCentre undertakes a series of commissioned research projects every year, contributing staff expertise and time as in-kind support for developing State capability or knowledge. These projects are selected based on their ability to address issues such as State development priorities, demand for improved analytical services and delivery of other business areas.

Many research projects are conducted in combination with other State Government agencies, academia (Western Australian universities) and national research initiatives (such as the Cooperative Research Centres). ChemCentre is also regularly invited to contribute to national and international research projects and exercises, with substantial knowledge and capability development brought back to Western Australia.

This will require continual effort to identify opportunities to enhance services to meet mandated responsibilities and commercial opportunities, continually updating value propositions and marketing plans and implementing them.

The following objectives need to be met to address this goal within the planning year:

- Finalise research strategy for ChemCentre to maximise benefits to ChemCentre or its clients through resulting innovative products and services
- Analyse and review research and development requirements in key sectors of WA economy
- Improve research and development information gathering tools
- Implement research & development benchmarking to enhance delivery of services for mandated responsibilities in crisis & emergency response management and forensic science
- Ensure current and future IP is appropriately managed and protected for the benefit of ChemCentre and the State.

7. Protect the community through services in analytical chemistry and forensic science

One of the mandates for ChemCentre in its Act is to contribute towards crisis and emergency response management and forensic science.

ChemCentre's emergency response scientists guarantee the State's ability to manage risk and protect the community in suspected chemical, biological or radiological incidents (CBR). This includes identifying unknown chemicals and advising on evacuation and emergency response procedures.

ChemCentre's expertise in the area of emergency response is valued amongst emergency and counterterrorism authorities around the world. ChemCentre has actively pursued opportunities to enhance Western Australia's emergency response knowledge by leveraging State funding to secure Commonwealth and international research funds on key issues for the State.

The scope for this work, and how it contributes to the protection and enhancement of the community, requires dialogue with stakeholders, and mapping of resource requirements against the needs they identify, including the cost of education and training, as well as community service obligations.

Information from these research projects is then directly applied in Western Australia with both emergency response and environmental protection agencies. This assists in best-practice preparation and response in scenarios as diverse as industrial factory fires and protection of VIPs.

ChemCentre must stay at the forefront of its fields in forensic science. These include toxicology, illicit drugs, chemical criminalistics and racing chemistry. Best practices services ensure that the justice system and therefore the community are well serviced and benefit from improvements to forensic science knowledge. Forensic science knowledge is enhanced through maximising the capability of new technology and equipment, exchanging knowledge with other jurisdictions within Australia, and engaging in applied research and development.

ChemCentre continually reviews its current service capability in analytical chemistry and forensic science for gaps against risks and demand.

The following objectives need to be met to address this goal within the planning year:

- Implement strategies to provide new or improved services in forensic science to meet gaps in knowledge and service delivery to the community.
- Implement strategies to enhance knowledge and capabilities in analytical chemistry to meet requirements for emergency response and chemistry issues affecting the community.

8. Promote chemistry based education and training

One of the mandates for ChemCentre in its Act is to promote, and assist in the provision of, chemistry based education and training. ChemCentre provides a unique resource to support chemistry education, training and awareness, by demonstrating chemistry concepts in action, and highlighting the importance of chemistry in the community.

By partnering with education and training providers, vocational organisation and community groups, ChemCentre supports both formal education programs and scientific awareness and appreciation initiatives.

Having successfully established an education and outreach program over the past two years, ChemCentre will continue to identify opportunities to leverage its facilities and staff as resources to complement education initiatives with similar goals and objectives.

In order to demonstrate value within these programs, ChemCentre will work to define metrics and KPIs to demonstrate a link between investment in these programs and wider education and community awareness outcomes.

The following objectives need to be met to address this goal within the planning year:

- Review and implement education and extension strategies to better meet legislative mandate
- Consolidate vocational workplace training placements for tertiary students with wider education objectives.

7. Appendix 1. Performance Indicators

KEY EFFECTIVENESS INDICATORS - BY OUTCOME

OUTCOMES	Key Effectiveness Indicator	KEI No	Measurement description	Actual	Estimate by year (\$,000's)				
				2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Quality Scientific Advice	Client Satisfaction Proficiency rating	2 3	Survey of Customers & responses	80%	80%	80%	80%	80%	80%
			As determined from the aggregate of all external proficiency trials - measure by two standard deviations	92%	95%	95%	95%	95%	95%
Quality Research and Development	Aggregate value of ChemCentre Components Quality of R & D	4	Ratio and value of R & D sold; to internal R & D amount	46/54	60/40	60/40	60/40	60/40	60/40
			Survey - Recommend survey of our R & D customers to see if they will use us again - Satisfaction level	83%	80%	80%	80%	80%	80%
Quality Emergency Response	Average resolution time	1	Measure the time to respond to each incident	2 Hours	4 Hours	4 Hours	4 Hours	4 Hours	4 Hours

KEY EFFICIENCY INDICATORS - BY SERVICE

SERVICES	Key Efficiency Indicator	KFI No	Measurement description	Actual	Estimate by year (\$,000's)				
				2011/12	2012/13	2013/14	2014/15	2015/16	2015/16
Emergency Response Management	Total Cost of Service Billable Hours Average cost per chargeable hour	3	Total Cost of Service	\$1,139	\$1,285	\$1,349	\$1,417	\$1,488	\$1,562
			Billable Hours	4,079	3,500	3,500	3,500	3,500	3,500
			Average \$ cost per chargeable hour	\$279	\$367	\$386	\$405	\$425	\$446
Research and Development	Total Cost of Service Billable Hours Average cost per chargeable hour	2	Total Cost of Service	\$1,447	\$3,173	\$3,332	\$3,498	\$3,673	\$3,857
			Billable Hours	6,278	6,700	7,500	7,500	7,500	7,500
			Average \$ cost per chargeable hour	\$230	\$474	\$444	\$466	\$490	\$514
Commercial and Scientific Information & Advice	Total Cost of Service Billable Hours Average cost per chargeable hour	1	Total Cost of Service						
			Billable Hours	\$20,338	\$20,339	\$19,003	\$19,252	\$19,565	\$19,908
			Average \$ cost per chargeable hour	110,937	109,000	96,600	96,600	96,600	96,600

8. Appendix 2. Financial Forecasts

Statement of Income

	2011-12 Actual \$'000	2012-13 Budget \$'000	2012-13 Estimated Actual	2013-14 Budget \$'000	2014-15 Forward Estimate \$'000	2015-16 Forward Estimate \$'000	2016-17 Forward Estimate \$'000
COST COST OF SERVICES							
Expenses							
Employee benefits ^(b)	12,158	12,369	12,025	12,132	12,389	12,683	13,008
Supplies and services	2,410	2,945	2,892	2,876	2,976	3,083	3,189
Accommodation.....	5,250	6,144	5,406	5,604	5,626	5,650	5,675
Depreciation and amortisation	1,313	1,364	1,347	1,323	1,332	1,369	1,408
Other expenses.....	1,793	1,975	2,104	1,749	1,844	1,941	2,047
TOTAL COST OF SERVICES	22,924	24,797	23,774	23,684	24,167	24,726	25,327
Income							
Sale of goods and services	15,881	18,002	14,627	16,356	18,169	19,986	21,985
Other revenue.....	23	17	339	25	26	28	29
Total Income.....	15,904	18,019	14,966	16,381	18,195	20,014	22,014
NET COST OF SERVICES	7,020	6,778	8,808	7,303	5,972	4,712	3,313
INCOME FROM STATE GOVERNMENT							
Service appropriations	8,695	7,754	7,754	7,923	6,063	4,788	3,737
TOTAL INCOME FROM STATE GOVERNMENT....	8,695	7,754	7,754	7,923	6,063	4,788	3,737
SURPLUS/(DEFICIENCY) FOR THE PERIOD	1,675	976	(1,054)	620	91	76	424
Income tax benefit/(expense)	(172)	(293)	-	(186)	(27)	(23)	(127)
CHANGE IN SURPLUS/(DEFICIENCY) FOR THE PERIOD AFTER EXTRAORDINARY ITEMS	1,503	683	(1,054)	434	64	53	297

- (a) Full audited financial statements are published in the agency's Annual Report.
 (b) The Full Time Equivalents (FTEs) for 2011-12 Actual, 2012-13 Estimated Actual and 2013-14 Estimates are 116, 115 and 115 respectively. In some cases the figures for 2011-12 and 2012-13 may differ from previously published figures due to changes in calculation methodology.

Statement of Financial Position

	2011-12	2012-13	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CURRENT ASSETS							
Cash assets.....	4,386	5,490	1,511	1,623	2,497	2,568	2,973
Holding account receivables	965	405	965	965	560	560	560
Receivables	1,431	2,608	1,913	2,618	2,987	3,285	3,498
Other.....	98	130	759	702	620	608	597
Total current assets.....	6,880	8,633	5,148	5,908	6,664	7,021	7,628
NON-CURRENT ASSETS							
Property, plant and equipment.....	3,468	4,689	3,726	4,264	4,795	4,491	4,171
Intangibles	783	441	648	729	790	688	590
Restricted cash.....	-	81	-	-	-	-	-
Other.....	1,543	1,536	1,734	1,989	2,217	2,450	2,693
Total non-current assets	5,794	6,747	6,108	6,982	7,802	7,629	7,454
TOTAL ASSETS.....	12,674	15,380	11,256	12,890	14,466	14,650	15,082
CURRENT LIABILITIES							
Employee provisions	2,199	2,562	2,202	2,330	2,407	2,486	2,568
Payables.....	683	1,887	418	755	1,908	1,929	1,949
Other.....	1,806	1,516	923	773	728	726	725
Total current liabilities	4,688	5,965	3,543	3,858	5,043	5,141	5,242
NON-CURRENT LIABILITIES							
Employee provisions	702	1,358	783	968	1,000	1,033	1,067
Total non-current liabilities.....	702	1,358	783	968	1,000	1,033	1,067
TOTAL LIABILITIES.....	5,390	7,323	4,326	4,826	6,043	6,174	6,309
EQUITY							
Contributed equity.....	4,043	4,743	4,743	5,443	5,738	5,738	5,738
Accumulated surplus/(deficit).....	3,241	3,314	2,187	2,621	2,685	2,738	3,035
Total equity	7,284	8,057	6,930	8,064	8,423	8,476	8,773
TOTAL LIABILITIES AND EQUITY.....	12,674	15,380	11,256	12,890	14,466	14,650	15,082

(a) Full audited financial statements are published in the agency's Annual Report.

Statement of Cash Flows

	2011-12	2012-13	2012-13	2013-14	2014-15	2015-16	2016-17
	Actual	Budget	Estimated	Budget	Forward	Forward	Forward
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
CASHFLOWS FROM STATE GOVERNMENT							
Service appropriations.....	8,095	7,349	7,349	7,518	6,063	4,788	3,737
Capital appropriation	195	700	700	700	700	-	-
Holding account drawdowns	405	405	405	405	405	-	-
Tax equivalent regime	-	-	307	-	(186)	(27)	(34)
Net cash provided by State Government.....	8,695	8,454	8,761	8,623	6,982	4,761	3,703
CASHFLOWS FROM OPERATING ACTIVITIES							
Payments							
Employee benefits.....	(11,692)	(11,893)	(11,944)	(11,828)	(12,281)	(12,573)	(12,894)
Supplies and services.....	(3,010)	(2,958)	(3,135)	(2,518)	(1,937)	(2,695)	(2,790)
Accommodation	(4,696)	(6,144)	(5,127)	(5,239)	(4,858)	(4,864)	(4,868)
Other payments	(5,010)	(4,208)	(4,359)	(4,027)	(4,403)	(4,779)	(4,909)
Receipts							
Sale of goods and services.....	14,868	17,718	13,079	15,656	17,674	19,392	21,182
GST receipts.....	1,486	1,800	1,308	1,387	1,621	1,792	1,971
Net cash from operating activities.....	(8,054)	(5,685)	(10,178)	(6,569)	(4,184)	(3,727)	(2,308)
CASHFLOWS FROM INVESTING ACTIVITIES							
Purchase of non-current assets	(1,271)	(1,357)	(1,458)	(1,942)	(1,924)	(963)	(990)
Other payments	-	(255)	-	-	-	-	-
Net cash from investing activities.....	(1,271)	(1,612)	(1,458)	(1,942)	(1,924)	(963)	(990)
NET INCREASE/(DECREASE) IN CASH HELD.....	(630)	1,157	(2,875)	112	874	71	405
Cash assets at the beginning of the reporting period.....	5,016	4,333	4,386	1,511	1,623	2,497	2,568
Cash assets at the end of the reporting period .	4,386	5,490	1,511	1,623	2,497	2,568	2,973

(a) Full audited financial statements are published in the agency's Annual Report.

Asset Investment Program

	Estimated Total Cost	Estimated Expenditure to 30-6-13	2012-13 Estimated Expenditure	2013-14 Estimated Expenditure	2014-15 Forward Estimate	2015-16 Forward Estimate	2016-17 Forward Estimate
COMPLETED WORKS							
Asset Acquisition Program							
New Scientific Equipment - 2012-13 Program	952	952	952	-	-	-	-
Asset Replacement Program - Scientific Equipment							
2011-12 Program	690	690	17	-	-	-	-
2012-13 Program	489	489	489	-	-	-	-
NEW WORKS							
Asset Acquisition Program - New Scientific Equipment							
2013-14 Program	1,537	-	-	1,537	-	-	-
2014-15 Program	1,519	-	-	-	1,519	-	-
4000 QTrap® Liquid Chromatography-Tandem Mass Spectrometry System.....	350	-	-	-	-	-	350
Basic Lab Gear Replacement.....	20	-	-	-	-	20	-
Dionex Ion Chromatography System.....	200	-	-	-	-	200	-
General Lab Minor Equipment.....	30	-	-	-	-	30	-
Inductively Coupled Plasma - Mass Spectrometer for Scientific Services Division	450	-	-	-	-	450	-
Information Technology Hardware for Forensic Science Laboratory.....	50	-	-	-	-	-	50
Information Technology Software	150	-	-	-	-	-	150
Liquid Chromatography-Mass Spectrometry System for Drugs with Direct Sampling Interface.....	300	-	-	-	-	-	300
Mercury Meter.....	50	-	-	-	-	-	50
Portable Fourier Transform Infrared Spectroscopy System for Forensics.....	90	-	-	-	-	-	90
Stereomicroscopes with Digital Interface	130	-	-	-	-	130	-
Asset Replacement Program							
Replacement of Information Technology Software	40	-	-	-	-	40	-
Replacement of Personal Computers used for Scientific Equipment	15	-	-	-	-	15	-
Replacement of Workstation Personal Computers.....	15	-	-	-	-	15	-
Scientific Equipment							
2013-14 Program	405	-	-	405	-	-	-
2014-15 Program	405	-	-	-	405	-	-

	Estimated Total Cost	Estimated Expenditure to 30-6-13	2012-13 Estimated	2013-14 Estimated	2014-15 Forward	2015-16 Forward	2016-17 Forward
Workstation Personal Computers for General Purpose	63	-	-	-	-	63	-
Total Cost of Asset Investment Program.....	7,950	2,131	1,458	1,942	1,924	963	990
FUNDED BY							
Capital Appropriation.....	700	700	700	-	-	-	-
Drawdowns from the Holding Account.....	405	405	405	-	-	-	-
Internal Funds and Balances	353	837	819	963	990		
Total Funding.....	1,458	1,942	1,924	963	990		