

AUSTRALIAN SPORTS COMMISSION

Agency Resources and Planned Performance

ASC

Australian Sports Commission

Health Portfolio Agency

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The logo for the Australian Sports Commission (ASC) is a vertical black rectangle with the letters "ASC" written in white, oriented vertically.

Section 1: Agency Overview and Resources

1.1 Strategic Direction Statement

The Australian Government, through the Australian Sports Commission (ASC), provides leadership, coordination and support for Australian sport. The ASC promotes and supports the development of a cohesive and effective national sport sector that creates opportunities for all Australians to participate and excel in sport. The ASC aims to increase participation in sport, improve the sustainability of sporting organisations, and deliver programmes which contribute to excellence in sports performance and continued international success.

The role and functions of the ASC are set out in the *Australian Sports Commission Act 1989*. The ASC is prescribed as a Commonwealth Authority under the *Commonwealth Authorities and Companies Act 1997*. From 1 July 2014, the ASC will be governed under the *Public Governance, Performance and Accountability Act 2013*.

1.2 Agency Resources

Table 1.2.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by Departmental classifications.

Table 1.2.1: ASC Resource Statement – Budget Estimates for 2014-15 as at Budget May 2014

	Estimate of prior year amounts available in 2014-15 \$'000	Proposed at Budget 2014-15 \$'000	Total estimate 2014-15 \$'000	Estimated available appropriation 2013-14 \$'000
Opening balance/reserves at bank¹	71,340	-	71,340	80,118
FUNDS FROM GOVERNMENT				
Ordinary annual services²				
Outcome 1	-	86,717	86,717	88,264
Outcome 2	-	176,939	176,939	177,650
Total ordinary annual services	-	263,656	263,656	265,914
Other services³				
<i>Non-operating</i>	-	1,500	1,500	-
Total other services	-	1,500	1,500	-
Total annual appropriations	-	265,156	265,156	265,914
FUNDS FROM OTHER SOURCES				
Interest	-	3,000	3,000	3,500
Sale of goods and services	-	29,410	29,410	28,071
Total other sources	-	32,410	32,410	31,571
Total net resourcing for ASC	71,340	297,566	368,906	377,603

ASC is not directly appropriated as it is currently a CAC Act body. The CAC Act is due to be repealed and replaced by the *Public Governance, Performance and Accountability Act 2013* on 1 July 2014. Currently appropriations are made to the Department of Health which are then paid to the ASC and are considered 'departmental' for all purposes.

1 Includes cash and investments.

2 Appropriation Bill (No.1) 2014-15.

3 Appropriation Bill (No.2) 2014-15.

All figures are GST exclusive.

1.3 Budget Measures

Budget measures relating to the ASC are detailed in Budget Paper No. 2 and are summarised below.

Table 1.3.1: ASC Budget Measures

	Programme	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000
Australian Sports Commission – redirection						
Australian Sports Commission						
Departmental expenses	All	-	(63)	(9,686)	(9,652)	(9,738)
Total		-	(63)	(9,686)	(9,652)	(9,738)
Sporting Schools Initiative						
Australian Sports Commission						
Departmental expenses	1.1	-	20,039	39,562	39,177	-
Departmental capital	1.1	-	1,500	-	-	-
Total		-	21,539	39,562	39,177	-
Whole of Government Measures						
Efficiency Dividend - a further temporary increase of 0.25 per cent						
Australian Sports Commission						
Departmental expenses	All	-	(624)	(1,152)	(1,722)	(1,738)
Total		-	(624)	(1,152)	(1,722)	(1,738)

Section 2: Outcomes and Planned Performance

2.1 Outcomes and Performance Information

Outcome 1 - Improved participation in structured physical activity, particularly organised sport, at the community level, including through leadership and targeted community-based sports activity

Outcome 2 - Excellence in sports performance and continued international sporting success, by talented athletes and coaches, including through leadership in high performance athlete development, and targeted science and research

Outcome Strategy

Through the Australian Sports Commission's (ASC) Outcomes 1 and 2, the ASC aims to increase participation in structured physical activity (sport) and contribute to continued international sporting success.

Sport can be an effective tool for establishing healthy lifestyles, reducing the rising rates of obesity and chronic illness for children and adults alike. Organised sport has also been shown to benefit society through building communities, improving educational outcomes and reducing crime rates.

Changes in the way people are playing sport presents challenges to the way sport is delivered and to the way the sport sector needs to adapt to achieve increases in participation. To support this, the ASC is refocusing its participation resources through the development of a new participation investment strategy.

Through the delivery of the high performance strategy, *Australia's Winning Edge*, the ASC is focused on: delivering consistent and sustainable success for Australian athletes and teams on the world stage; greater levels of accountability for performance results; improved governance structures and contemporary reporting and monitoring of performance; and engaging, uniting, inspiring and motivating all Australians.

Underpinning efforts to increase participation, and to achieve international success, is an extensive programme of activities aimed at building the sustainability of national sporting organisations, with a particular focus on governance reform, financial accountability, and commercialisation. In 2014-15, the ASC will also concentrate on a range of related activities aligned to workforce development, information technology, communication strategy, product development and delivery, and customer research.

ASC Budgeted Expenses and Resources

Table 2.1.1 provides an overview of the total expenses for the ASC by Programme.

Table 2.1.1: Budgeted Expenses and Resources for ASC

Outcome 1: Improved participation in structured physical activity, particularly organised sport, at the community level, including through leadership and targeted community-based sports activity	2013-14 Estimated actual expenses \$'000	2014-15 Estimated expenses \$'000
Programme 1.1		
Revenue from Government		
Ordinary annual services (Appropriation Bill No. 1)	88,264	86,717
Revenues from other independent sources	12,767	15,034
Expenses not requiring appropriation in the Budget year	10,411	3,434
Total expenses for Outcome 1	111,442	105,185
Outcome 2: Excellence in sports performance and continued international sporting success, by talented athletes and coaches, including through leadership in high performance athlete development, and targeted science and research	2013-14 Estimated actual expenses \$'000	2014-15 Estimated expenses \$'000
Programme 2.1		
Revenue from Government		
Ordinary annual services (Appropriation Bill No. 1)	177,650	176,939
Revenues from other independent sources	18,804	17,376
Expenses not requiring appropriation in the Budget year	5,373	4,194
Total expenses for Outcome 2	201,827	198,509
	2013-14	2014-15
Average Staffing Level (number)	642	505

Table 2.2 Programme Expenses

	Estimated actual 2013-14 \$'000	Budget estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000	Forward estimate 2017-18 \$'000
Annual departmental expenses:					
Ordinary annual services	313,269	303,694	292,074	288,347	247,055
Total Programme expenses	313,269	303,694	292,074	288,347	247,055

Programme 1.1: Australian Sports Commission

Programme Objectives

Growth in sport participation

In 2014-15, the ASC will continue to emphasise the importance of building participation through community-based sporting activity by investing in national sporting organisations.

The ASC's participation outcomes will be built around a new participation investment strategy and will focus on ensuring the sustainability of national sporting organisations. This will include enhancing their ability to grow the number of people participating in their sport, including encouraging participation from under-represented groups.

The ASC is also committed to providing children with a positive introduction to sport and pathways into local sporting clubs. From 1 January 2015, the Active After-School Communities Programme will be replaced by the Sporting Schools initiative which will help schools run activities across up to 35 major sports for three terms each year.

Programme 1.1: Deliverables

Qualitative Deliverables for Programme 1.1

Growth in sport participation

Qualitative Deliverables	2014-15 Reference Point or Target
Provide targeted investment to national sporting organisations to achieve measurable participation outcomes	Targeted investments are based on a rigorous and transparent assessment of each sport's capability to deliver participation outcomes
Establish and implement an annual participation research and information programme to measure sport participation and provide information to assist national sporting organisations to make informed decisions about participation	Data collection process is established to enable ongoing measurement of participation data that meets the needs of researchers and policy makers
Implement the Sporting Schools initiative	Transition the Active After-School Communities programme to the Sporting Schools initiative from 1 January 2015

ASC

Programme 1.1: Key Performance Indicators¹

Qualitative Key Performance Indicator for Programme 1.1

Growth in sport participation

Qualitative Indicator	2014-15 Reference Point or Target
Establishment of benchmark participation data to measure the percentage of the Australian population participating in organised sport (traditional or social) with a national sporting organisation or affiliate	Development and testing of participation data collection tool, and commencement of benchmarking data collection

Quantitative Key Performance Indicators for Programme 1.1

Growth in sport participation

Quantitative Indicators	2013-14 Revised Budget	2014-15 Budget Target	2015-16 Forward Year 1	2016-17 Forward Year 2	2017-18 Forward Year 3
Percentage of priority participation national sporting organisations growing their participation base ²	N/A	80%	80%	80%	80%
Percentage of key sport partners that agree the ASC has demonstrated effective leadership of the sport sector	N/A	80%	80%	80%	80%
Percentage of key sport partners that agree the ASC has effectively shared knowledge and expertise in sport	N/A	80%	80%	85%	85%

¹ KPIs for the Australian Sports Commission have been reviewed and updated to ensure targeted performance reporting.

² In 2014-15, there will be 29 priority participation sports.

Programme 2.1: Australian Sports Commission

Programme Objectives

Excellence in sports performance

The ASC is committed to Australia retaining our pre-eminent position in world sport. Australia has been recognised the world over for its ability to identify, develop and produce world, Olympic and Paralympic champions. However, international competition is intensifying all the time. Many other nations have now replicated our innovations, tapped into our expertise and made strategic investments, and as a result have become stronger competitors in international sport.

In 2014-15, the ASC will continue to roll out Australia's high performance strategy *Australia's Winning Edge* to respond to this new environment.

Through the Australian Institute of Sport, in 2014-15 the ASC will utilise reliable data to inform high performance investment decisions; provide high performance consultation to assist national sporting organisations with strategy, high performance planning and programme delivery; optimise high performance athlete, coach and leader talent; ensure that athletes get the right support at the right time; and promote growth of new knowledge and expertise for high performance sport.

Programme 2.1: Deliverables

Qualitative Deliverables for Programme 2.1

Excellence in sports performance

Qualitative Deliverables	2014-15 Reference Point or Target
Provide targeted investment in national sporting organisations to assist with the delivery of programmes aligned to their <i>Australia's Winning Edge</i> targets	Targeted investments in national sporting organisations are based on a rigorous and transparent assessment of each sport's capability to deliver on <i>Australia's Winning Edge</i> targets
Provide high performance consultation that assists national sporting organisations with strategy, high performance planning, and programme delivery to increase the likelihood of Australia achieving sustainable high performance success	Advice provided to <i>Australia's Winning Edge</i> funded sports using evidence-based assessment and biannual sport performance reviews
Implement innovative and customised high performance system solutions to optimise athlete, coach and leader talent	Short course opportunities provided for coaches and leaders nominated by national sporting organisations
Ensure that the right athletes get the right support at the right time by planning, coordinating and delivering expertise for <i>Australia's Winning Edge</i> funded national sporting organisations and athletes	Performance support across sport science and sport medicine disciplines delivered to those athletes identified by national sporting organisations

Qualitative Deliverables	2014-15 Reference Point or Target
Support innovative solutions for prioritised national sporting organisations and promoting growth of new knowledge and expertise for high performance sport	Investment delivered through national high performance research programmes based on an assessment against a national research agenda

Programme 2.1: Key Performance Indicators³

Quantitative Key Performance Indicators for Programme 2.1

Excellence in sports performance

Quantitative Indicators	2013-14 Revised Budget	2014-15 Budget Target	2015-16 Forward Year 1	2016-17 Forward Year 2	2017-18 Forward Year 3
Percentage of <i>Australia's Winning Edge</i> funded sports rated by the Australian Institute of Sport as achieving their performance targets	80%	80%	80%	90%	90%
Percentage of <i>Australia's Winning Edge</i> funded sports that agree the services they received from the Australian Institute of Sport have made a high quality contribution to their high performance programme	75%	80%	80%	80%	80%
Percentage of <i>Australia's Winning Edge</i> partners that agree the Australian Institute of Sport has demonstrated strong leadership of Australian high performance sport	N/A	80%	80%	90%	90%
Percentage of <i>Australia's Winning Edge</i> partners who agree there is strong strategic alignment across the high performance institute network	N/A	80%	80%	90%	90%

³ KPIs for the Australian Sports Commission have been reviewed and updated to ensure targeted performance reporting. The wording of the first two indicators has been enhanced to provide greater clarity around the measure. The remaining two indicators were not part of the group of indicators included in the 2013-14 Portfolio Budget Statements.

Section 3: Explanatory Tables and Budgeted Financial Statements

Section 3 presents explanatory tables and budgeted financial statements which provide a comprehensive snapshot of agency finances for the 2014-15 Budget year. It explains how budget plans are incorporated into the financial statements and provides further details of the reconciliation between appropriations and programme expenses, movements in administered funds, special accounts and Government Indigenous expenditure.

3.1 Explanatory Tables

3.1.1 Movement of Administered Funds Between Years

Section 3.1.1 is not applicable to ASC.

3.1.2 Special Accounts

Section 3.1.2 is not applicable to ASC.

3.1.3 Australian Government Indigenous Expenditure (AGIE)

	Appropriations				Other	Total	Programme
	Bill No. 1 \$'000	Bill No. 2 \$'000	Special approp \$'000	Total approp \$'000	\$'000	\$'000	
Australian Sports Commission							
Outcome 1							
Departmental 2014-15	4000	-	-	4000	-	4000	1.1
<i>Departmental 2013-14</i>	<i>4000</i>	<i>-</i>	<i>-</i>	<i>4000</i>	<i>-</i>	<i>4000</i>	<i>1.1</i>
Total outcome 2014-15	4000	-	-	4000	-	4000	
<i>Total outcome 2013-14</i>	<i>4000</i>	<i>-</i>	<i>-</i>	<i>4000</i>	<i>-</i>	<i>4000</i>	
Outcome 2							
Departmental 2014-15	-	-	-	-	600	600	2.1
<i>Departmental 2013-14</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>600</i>	<i>600</i>	<i>2.1</i>
Total outcome 2014-15	-	-	-	-	600	600	
<i>Total outcome 2013-14</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>600</i>	<i>600</i>	
Total departmental 2014-15	4000	-	-	4000	600	4600	
<i>Total departmental 2013-14</i>	<i>4000</i>	<i>-</i>	<i>-</i>	<i>4000</i>	<i>600</i>	<i>4600</i>	
Total AGIE 2014-15	4000	-	-	4000	600	4600	
<i>Total AGIE 2013-14</i>	<i>4000</i>	<i>-</i>	<i>-</i>	<i>4000</i>	<i>600</i>	<i>4600</i>	

ASC

3.2 Budgeted Financial Statements

3.2.1 Differences in agency resourcing and financial statements

The agency resource statement (table 1.2.1) provides a consolidated view of all the resources available in 2014-15. This includes operating appropriation, funds from other sources and cash and investments to cover payables and provisions on the balance sheet. Operating appropriation is shown as Revenue from Government in the comprehensive income statement (table 3.2.1).

3.2.2 Analysis of budgeted financial statements

An analysis of the ASC's financial statements follows in order to provide clarification and additional detail for readers.

Comprehensive income statement

The ASC is budgeting for an operating loss of \$15.784 million in 2013-14 arising from additional and unfunded depreciation expense reflecting revaluations of assets plus timing differences across financial years as to when revenue is received and when expenditure for certain externally funded programs occurs.

The ASC is budgeting for an operating loss for the 2014-15 Budget year and forward estimates period arising from the same drivers as the 2013-14 operating loss.

Since the 2013-14 PB Statements were published the 2014-15 estimate for revenue from government estimate has increased by \$17.395 million primarily reflecting the commencement of the Sporting Schools Initiative.

Budgeted departmental balance sheet

Total assets at 30 June 2015 are anticipated to be \$319.195 million, \$234.817 million (74%) of which represents investment in non-financial assets. Liabilities are expected to remain stable over the budget and forward estimates period and comprise mainly of grant and supplier payables and employee entitlements.

Total equity is estimated at \$292.171 million at 30 June 2015. The reduction in equity over the forward estimates period reflects the impact of the budgeted technical accounting loss for increased depreciation expense arising from revaluations of assets and timing difference between recognition of revenue and incurrence of expenses.

3.2.3 Budgeted Financial Statements Tables

Table 3.2.1: Comprehensive Income Statement (showing net cost of services) (for the period ended 30 June)

	Estimated actual 2013-14 \$'000	Budget estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000	Forward estimate 2017-18 \$'000
EXPENSES					
Employee benefits	76,354	69,035	54,717	56,378	47,660
Supplier expenses	51,586	46,649	47,015	43,973	41,816
Grants	162,988	165,204	167,406	165,056	135,121
Depreciation and amortisation	22,341	22,806	22,936	22,940	22,458
Total expenses	313,269	303,694	292,074	288,347	247,055
LESS:					
OWN-SOURCE INCOME					
Revenue					
Sale of goods and rendering of services	28,071	29,410	28,320	26,500	22,887
Interest	3,500	3,000	3,000	2,500	2,500
Total revenue	31,571	32,410	31,320	29,000	25,387
Total own-source income	31,571	32,410	31,320	29,000	25,387
Net cost of (contribution by) services	281,698	271,284	260,754	259,347	221,668
Revenue from Government	265,914	263,656	254,710	253,299	215,620
Total comprehensive income (loss) attributable to the Australian Government	(15,784)	(7,628)	(6,044)	(6,048)	(6,048)

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted Departmental Balance Sheet (as at 30 June)

	Estimated actual 2013-14 \$'000	Budget estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000	Forward estimate 2017-18 \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	6,263	13,231	28,936	17,221	18,548
Receivables	6,070	6,070	6,070	6,070	6,070
Investments	65,077	65,077	65,077	65,077	65,077
Total financial assets	77,410	84,378	100,083	88,368	89,695
Non-financial assets					
Land and buildings	228,396	214,519	197,858	202,012	193,902
Property, plant and equipment	17,023	13,698	10,252	12,473	14,075
Intangibles	2,577	4,029	2,387	1,679	812
Inventories	1,225	1,225	1,225	1,225	1,225
Other	1,346	1,346	1,346	1,346	1,346
Total non-financial assets	250,567	234,817	213,068	218,735	211,360
Total assets	327,977	319,195	313,151	307,103	301,055
LIABILITIES					
Payables					
Suppliers	3,310	3,310	3,310	3,310	3,310
Grants	7,092	7,092	7,092	7,092	7,092
Other payables	2,612	2,612	2,612	2,612	2,612
Total payables	13,014	13,014	13,014	13,014	13,014
Provisions					
Employees	16,519	13,865	13,865	13,865	13,865
Other provisions	145	145	145	145	145
Total provisions	16,664	14,010	14,010	14,010	14,010
Total liabilities	29,678	27,024	27,024	27,024	27,024
Net assets	298,299	292,171	286,127	280,079	274,031
EQUITY					
Contributed equity	148,710	150,210	150,210	150,210	150,210
Reserves	171,428	171,428	171,428	171,428	171,428
Retained surpluses (accumulated deficits)	(21,839)	(29,467)	(35,511)	(41,559)	(47,607)
Total equity	298,299	292,171	286,127	280,079	274,031

Prepared on Australian Accounting Standards basis.

**Table 3.2.3: Departmental Statement of Changes in Equity — Summary of Movement
(Budget year 2014-15)**

	Retained earnings	Asset revaluation reserve	Contributed equity/ capital	Total equity
	\$'000	\$'000	\$'000	\$'000
Opening balance as at 1 July 2014				
Balance carried forward from previous period	(21,839)	171,428	148,710	298,299
Surplus (deficit) for the period	(7,628)	-	-	(7,628)
Appropriation (equity injection)	-	-	1,500	1,500
Estimated closing balance as at 30 June 2015	(29,467)	171,428	150,210	292,171

Prepared on Australian Accounting Standards basis.

**Table 3.2.4: Budgeted Departmental Statement of Cash Flows
(for the period ended 30 June)**

	Estimated actual 2013-14 \$'000	Budget estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000	Forward estimate 2017-18 \$'000
OPERATING ACTIVITIES					
Cash received					
Goods and services	28,071	29,410	28,320	26,500	22,887
Appropriations	265,914	263,656	254,710	253,299	215,620
Interest	3,500	3,000	3,000	2,500	2,500
Total cash received	297,485	296,066	286,030	282,299	241,007
Cash used					
Employees	76,354	71,689	54,717	56,378	47,660
Suppliers	51,586	46,649	47,015	43,973	41,816
Grants	162,988	165,204	167,406	165,056	135,121
Total cash used	290,928	283,542	269,138	265,407	224,597
Net cash from (or used by) operating activities	6,557	12,524	16,892	16,892	16,410
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment	15,335	7,056	1,187	28,607	15,083
Total cash used	15,335	7,056	1,187	28,607	15,083
Net cash from (or used by) investing activities	(15,335)	(7,056)	(1,187)	(28,607)	(15,083)
FINANCING ACTIVITIES					
Cash received					
Appropriations - contributed equity	-	1,500	-	-	-
Total cash received	-	1,500	-	-	-
Net cash from (or used by) financing activities	-	1,500	-	-	-
Net increase (or decrease) in cash held	(8,778)	6,968	15,705	(11,715)	1,327
Cash and cash equivalents at the beginning of the reporting period	80,118	71,340	78,308	94,013	82,298
Cash and cash equivalents at the end of the reporting period	71,340	78,308	94,013	82,298	83,625

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Capital Budget Statement

	Estimated actual 2013-14 \$'000	Budget estimate 2014-15 \$'000	Forward estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000	Forward estimate 2017-18 \$'000
CAPITAL APPROPRIATIONS					
Equity injections - Bill 2	-	1,500	-	-	-
Total capital appropriations	-	1,500	-	-	-
Total new capital appropriations represented by:					
Purchase of non-financial assets	-	1,500	-	-	-
Total items	-	1,500	-	-	-
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriations ¹	-	1,500	-	-	-
Funded internally from departmental resources	15,335	5,556	1,187	28,607	15,083
Total acquisitions of non-financial assets	15,335	7,056	1,187	28,607	15,083
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	15,335	7,056	1,187	28,607	15,083
Total cash used to acquire assets	15,335	7,056	1,187	28,607	15,083

Prepared on Australian Accounting Standards basis.

1 Includes both current Bill 2 and prior Act 2/4/6 appropriations and special capital appropriations.

Table 3.2.6: Statement of Asset Movements (2014-15)

	Land \$'000	Buildings \$'000	Other property, plant & equipment \$'000	Intangibles \$'000	Total \$'000
As at 1 July 2014					
Gross book value	10,100	494,058	51,578	7,916	563,652
Accumulated depreciation/amortisation and impairment	-	(275,762)	(34,555)	(5,339)	(315,656)
Opening net book balance	10,100	218,296	17,023	2,577	247,996
CAPITAL ASSET ADDITIONS					
Estimated expenditure on new or replacement assets					
By purchase - appropriation equity ¹				1,500	1,500
By purchase - internal resources	-	2,784	1,472	1,300	5,556
Sub-total	-	2,784	1,472	2,800	7,056
Other movements					
Depreciation/amortisation expense	-	(16,661)	(4,797)	(1,348)	(22,806)
As at 30 June 2015					
Gross book value	10,100	496,842	53,050	10,716	570,708
Accumulated depreciation/amortisation and impairment	-	(292,423)	(39,352)	(6,687)	(338,462)
Closing net book balance	10,100	204,419	13,698	4,029	232,246

1 "Appropriation equity" refers to equity injections or Administered Assets and Liabilities appropriations provided through Appropriation Bill (No.2) 2014-15, including Collection Development Acquisition Budgets.