



Australian  
Capital Territory  
**BUDGET  
2018-19**

Growing services  
for our growing city

**Budget Statements H**

Transport Canberra and City Services Directorate  
| ACTION | ACT Public Cemeteries Authority



**ACT**  
Government

Australian  
Capital Territory

# **BUDGET 2018-19**

Growing services  
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## **Budget Statements H**

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# STRUCTURE AND CONTENT OF THE 2018-19 BUDGET PAPERS

The 2018-19 Budget is presented in three papers and a series of agency Budget Statements.

## Budget Paper 1: Budget Speech

The Treasurer's speech to the Legislative Assembly highlights the Government's Budget strategies and key features of the Budget.

## Budget Paper 2: Budget in Brief

Budget Paper 2 presents a summary of the overall budgetary position together with information on the Government's expenditure priorities in key service delivery areas.

## Budget Paper 3: Budget Outlook

Budget Paper 3 summarises the 2018-19 Budget and forward estimates for the general government sector, the public trading enterprise sector and the total Territory Government.

Details of the projected 2018-19 Budget results are provided, as well as background information on the development of the 2018-19 Budget, including economic conditions and federal financial relations. It also provides an overview of the Territory's infrastructure investment program and details of the 2018-19 expense, infrastructure and capital, and revenue initiatives. Full accrual financial statements and notes are provided for all sectors.

## Budget Statements

The Budget Statements contain information on each directorate and agency, including descriptions of functions and roles and responsibilities, together with major strategic priorities.

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# TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

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## Purpose

Transport Canberra and City Services Directorate (the Directorate) helps Canberrans to be well connected to their community and lifestyle opportunities. The Directorate's transport operations make it easy for people to travel around Canberra while the Directorate also provides enhanced public parks and places with a focus on urban renewal. Delivery of these services is citizen-focused and innovative and contributes to the improved liveability of the city.

Contributing to the long term growth of Canberra, the Directorate delivers an attractive cityscape and amenity, an effective road network and an integrated public transport system, and services that are necessary to support a flourishing community and attract business investment.

In particular, the Directorate has a long term focus of delivering improved public transport outcomes. To deliver upon a vision for a public transport system that is convenient, efficient, affordable, reliable and integrated, the Directorate will continue to oversee the construction of light rail and ensure its effective integration into the public transport network.

The Directorate also delivers a range of innovative services to the community including libraries, waste and recycling services, safer walking and cycling around schools, city amenity, infrastructure maintenance, animal welfare, and management and maintenance of the Territory's assets including recreational and sportsgrounds facilities, local shops amenity, playground equipment and upkeep of the city. In designing and delivering these services, the Directorate will strive to make them accessible for all members of the community.

The Directorate is also responsible for the planning, building and maintenance of many of the Government's infrastructure assets such as roads, bridges, cycling and community paths and the streetlight network. It plays an important role in managing the city's open space, parks and neighbourhood play areas.

Capital Linen Service, ACT NoWaste and Yarralumla Nursery are also managed by Transport Canberra and City Services Directorate, and has administrative oversight responsibility for the ACT Public Cemeteries Authority which operates the Woden, Gungahlin and Hall cemeteries.

## 2018-19 Priorities

Strategic and operational priorities to be pursued in 2018-19 include:

- Delivering Light Rail Stage 1 and progressing early planning works for the City to Woden light rail corridor;

- Investigating new stormwater infrastructure including early planning and detailed design for stormwater infrastructure; and
- Enabling Better Suburbs by providing additional city services including mowing, lake and pond cleaning, graffiti management, weed control, tree maintenance, bus shelter cleaning and focussed maintenance at major entry roads to the ACT including the airport.

## **A customer perspective**

- Introduce a new bus network that provides the community with enhanced service frequency and coverage which supports the introduction of light rail;
- Restoring the Higgins Neighbourhood Oval to augment the supply of hireable sportsgrounds in West Belconnen;
- Replace the current synthetic surface at the Nicholls Neighbourhood Oval to improve playability due to wear and tear on the existing surface;
- Sportsground restoration of the Boomanulla Enclosed Oval including restoring and revitalising the main building, community area and Garden of Achievement to return it as a focal point for indigenous cultural, community and sporting activities;
- Undertake a feasibility study for eight microparks to identify suitable locations;
- Continuing to ensure sportsgrounds in the ACT are maintained to a high standard by providing funding for additional irrigation and to meet future water costs;
- Undertake priority bus stop infrastructure upgrades across the ACT to facilitate the expansion of rapid bus services across Canberra;
- Continuing the operations of the flexible transport office to meet the needs of passengers who have difficulty in using available fixed route public transport services;
- Under the Intersection Improvement Program, upgrading the Ginninderra Drive/Tillyard Drive, Tillyard Drive/Lhotsky Street and Kuringa Drive/Owen Dixon Drive intersections;
- Constructing the Ernest Cavanagh Street extension in Gungahlin;
- Ensuring Canberrans have access to high quality library services through an allocation of additional funding to address rising costs following a review of ACT libraries;
- Improving animal welfare and management through delivery of a pet census/survey; expansion of the voucher system to subsidise cat de-sexing; continuation of the existing Service Funding Agreement with the RSPCA; two new ranger positions to manage domestic dogs and seven upgraded ranger positions to undertake regulatory compliance activities;
- Undertaking the continued treatment of asbestos at Birrigai;

- Improving and expanding pedestrian and cycling infrastructure that is safe, sustainable, attractive to the community and easy to use including construction of the Belconnen bikeway to connect the University of Canberra and the Belconnen Town Centre;
- As part of the Urban Centres Renewal undertaking pedestrian and cycling accessibility improvements at the Woden Town Centre as well as implementing the key priorities of the Woden Town Centre Master Plan;
- More connected and identifiable off road cycle network;
- Expanding the Active Streets for Schools program;
- Continuation of the free travel program for seniors and eligible concessional MyWay card holders in off-peak periods for a further 12 months;
- Planting of 1,330 additional trees in Canberra’s residential streets to help reduce the heat island effect in urban areas; and
- Continuing the existing bulky waste service for concession card holders for a further two years and providing new funding for GIVIT, a not-for-profit organisation that facilitates the recycling of household items to assist families in need.

### **An innovation perspective**

- Adopting the World Health Organisation Health Economic Assessment Tool (WHO HEAT) to estimate the value for reduced mortality that results from regular walking or cycling;
- Undertaking a design phase of a Customer Centric Services Digital Platform to provide a workforce management system to interact with customers in the provision of municipal services;
- Implementing an ArcGIS Enterprise mapping and analytics platform for producing maps and capturing geographic information as well as providing for data management and storage;
- Reviewing and further developing waste management regulatory reforms under the *Waste Management and Resource Recovery Act 2016*, including implementing a new waste management regulatory system;
- Undertaking early planning to review safety issues associated with pedestrians and parking on Beltana and Kallaroo Roads in Pialligo;
- Undertaking preliminary planning and contractual works with a view to constructing a light rail stop in Mitchell in 2019-20;
- Investigating and designing the rehabilitation of the Northbourne Avenue northbound carriageway pavement between Macarthur Avenue (Lyneham) and Mouat Street (Lyneham); and

- Undertaking final design and construction planning for the duplication of William Slim Drive from the Barton Highway to Ginninderra Drive to include a new carriage way, on-road cycle lanes and a bridge over Ginninderra Creek.

## Estimated Employment Level

**Table 1: Estimated Employment Level**

	<b>2016-17 Actual Outcome</b>	<b>2017-18 Budget</b>	<b>2017-18 Estimated Outcome</b>	<b>2018-19 Budget</b>
<b>Staffing (FTE) – TCCS (exclude Transport Canberra Buses (ACTION))</b>	830	879 <sup>1</sup>	897 <sup>2</sup>	908 <sup>3,4</sup>
<b>Staffing (FTE) – Transport Canberra Buses (ACTION)</b>	868	891	871 <sup>5</sup>	903 <sup>6</sup>
<b>Staffing (FTE) – Total</b>	1,698	1,770	1,768	1,811

**Notes:**

1. The variation between the 2016-17 Actual Outcome and the 2017-18 Budget is mainly due to the transfer of the Sportsgrounds Facilities Management function from Chief Minister, Treasury and Economic Development Directorate (CMTEDD) 24 FTEs and additional 38 FTEs related to 2017-18 budget initiatives, offset by ceasing initiatives 13 FTEs.
2. The variation between the 2017-18 Budget and the 2017-18 Estimated Outcome in TCCS is due to the transfer of the Transport Planning function from Environment, Planning and Sustainable Development Directorate (EPSDD) 4 FTEs, transfer of additional 0.5 FTE for the Sportsgrounds Facilities Management function through S16 Instrument. An additional 13.5 FTEs are funded primarily through a reallocation from the supplies and services expense category to employee expenses.
3. The variation between the 2017-18 Budget and 2018-19 Budget in TCCS is due to new initiatives 27 FTEs, offset by ceasing initiatives 33 FTEs, transfer of the Transport Planning function from EPSDD 4 FTEs, transfer of additional 0.5 FTE for the Sportsgrounds Facilities Management function through S16 Instrument and an additional 30 FTEs funded primarily through a reallocation from the supplies and services expense category to employee expenses.
4. The variation between the 2017-18 Estimated Outcome and 2018-19 Budget in TCCS is due to new initiatives 27 FTEs, offset by ceasing initiatives 33 FTEs, planned recruitment action to existing vacant positions 7 FTEs and an additional 10 FTEs funded primarily through a reallocation from the supplies and services expense category to employee expenses.
5. The variation between the 2017-18 Budget and the 2017-18 Estimated Outcome in Transport Canberra Buses (ACTION) reflects an adjustment to initial forecasts and differences in recruitment timing.
6. The variation between the 2017-18 Estimated Outcome and 2018-19 Budget in Transport Canberra Buses (ACTION) is predominantly represented by 30 FTE associated with the delivery of frequent bus network in 2018-19.

# Strategic Objectives and Indicators

## A customer perspective

The Directorate is committed to improving customer experience, strengthening community engagement and improving liveability and social inclusion through the delivery of high quality services. It strives to achieve high customer satisfaction, positive resident perceptions, and increasing community awareness of our services and responsibilities.

## Strategic Objective 1

### ***TRANSPORT Strategic Objective 1: Improve customer experience with public transport and drive an increase in patronage***

The Directorate has a strategic objective of improving the customer experience of public transport and attracting new customers through high quality, friendly and reliable services. The Directorate will pursue targeted investment and business reform to improve the overall performance of the business.

The reader should note that targets and accountability indicators will be adjusted following the introduction of light rail as appropriate.

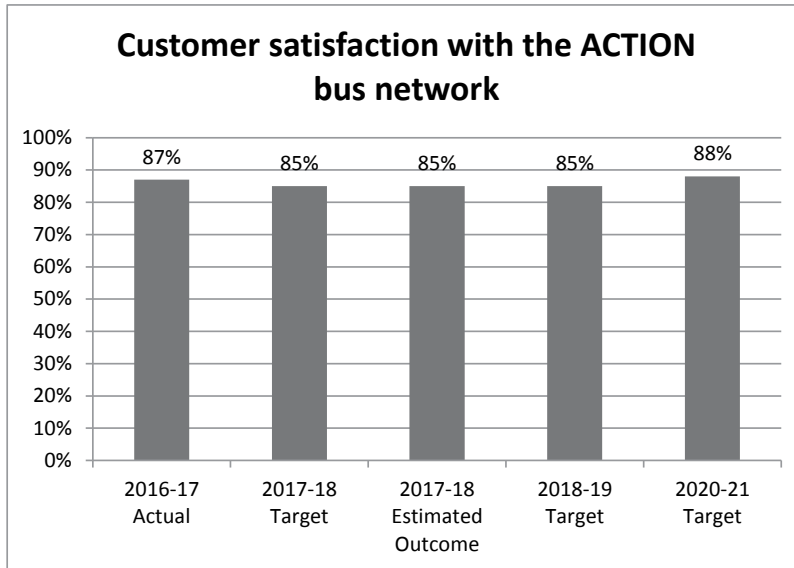
### **Strategic Indicator 1.1: Customer satisfaction**

Create a customer-centric culture that enables the strategic aspiration of being a leader in customer service by rewarding and encouraging positive customer-orientated behaviour. This is achieved through:

- delivering customer service training for frontline staff
- developing and implementing a rewards and recognition program for strong performers
- establishing customer experience Key Performance Indicators for introduction across all levels of Transport Canberra

The Directorate has three years remaining of the five year target set in the 2016-17 Budget to measure customer satisfaction with the Transport Canberra Buses (ACTION) bus network to reach an 88 per cent satisfaction rate by 2020-21.

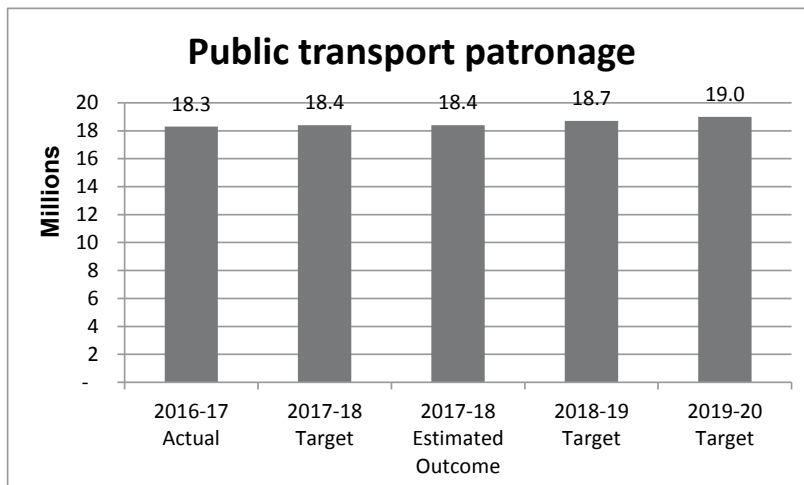
Figure 1: Customer satisfaction results and targets



**Strategic Indicator 1.2: Patronage**

The Directorate has an objective of increasing patronage of public transport as part of achieving *Transport for Canberra – Transport for a sustainable city 2012-2031*. To support this patronage growth objective the Directorate has a target of continuing to increase public transport patronage.

Figure 2: Patronage results and targets



### **Strategic Indicator 1.3: Service reliability**

Public transport customers place a high importance on the reliability of public transport services. Customers need to be able to rely on their services arriving on time. This is a key element towards supporting customer satisfaction and providing a service that users of public transport will recommend to non-users.

Service reliability is measured through two key accountability indicators:

- services operated to completion – a measure of whether the public transport arrives and completes its scheduled service
- on-time running – a measure of whether the public transport leaves between one minute early and four minutes late from the scheduled timetable

The Directorate has three years remaining of the five year target set in the 2016-17 Budget of services operated to completion of 99.6 per cent and on-time running of 85 per cent by 2020-21.

Figure 3: Services operated to completion

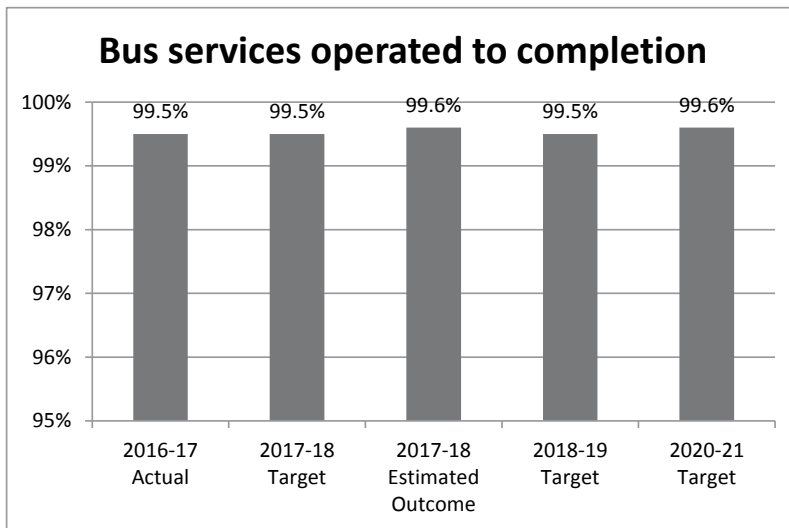
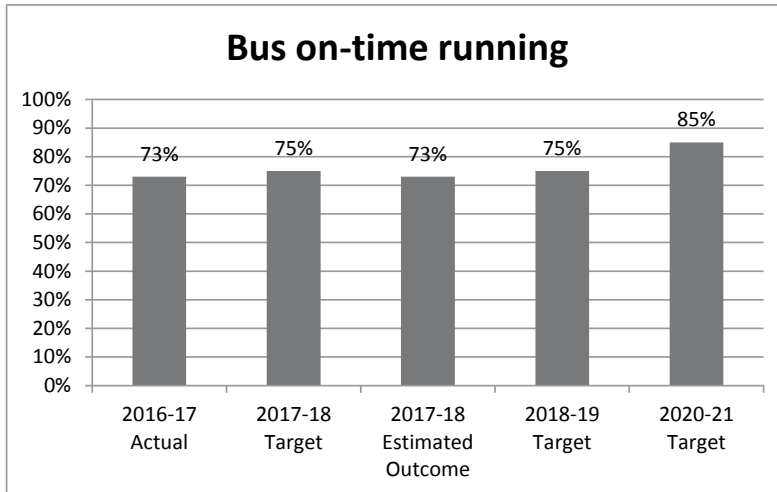


Figure 4: On-time running



**Strategic Indicator 1.4: Provide high quality services to meet social needs**

To meet the needs of disadvantaged members of our community, the Directorate provides transport services such as Special Needs Transport and the Flexibus initiative. The Directorate also continues to update its bus fleet to provide access to passengers with a disability.

A further area of performance includes:

- customer satisfaction with the services
- the access to mobility services

***CITY SERVICES Strategic Objective 1: Deliver high quality city services***

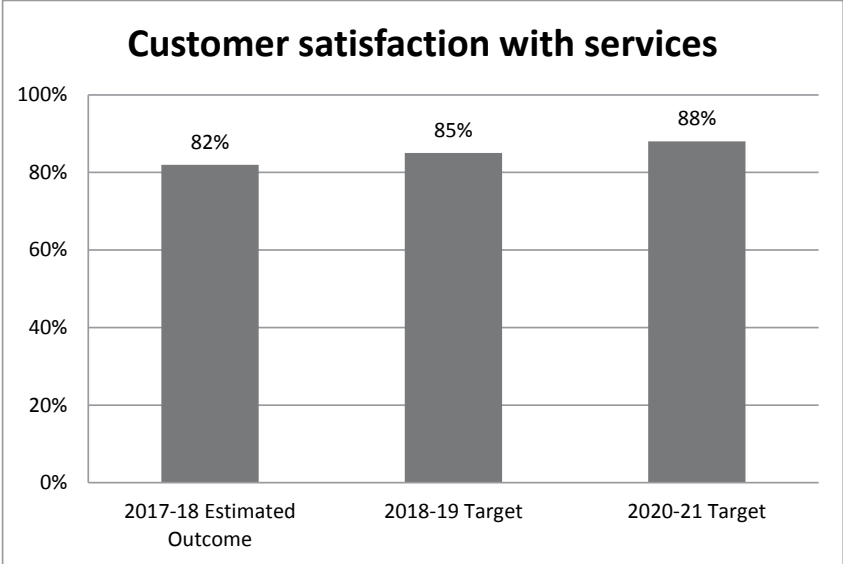
The Directorate has a strategic objective of ensuring that city services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community. It is committed to ensuring that the city is well maintained and its assets protected, and that members of the community have the opportunities to participate in the decision making process.

**Strategic Indicator 1.5: Customer satisfaction continues to demonstrate improvement**

Overall customer satisfaction with the Directorate's city services is measured through a customer satisfaction survey related to the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces.

The Directorate has three years remaining of the five year target set in the 2016-17 Budget to measure customer satisfaction with services to reach an 88 per cent satisfaction rate by 2020-21.

Figure 5: Customer satisfaction with services



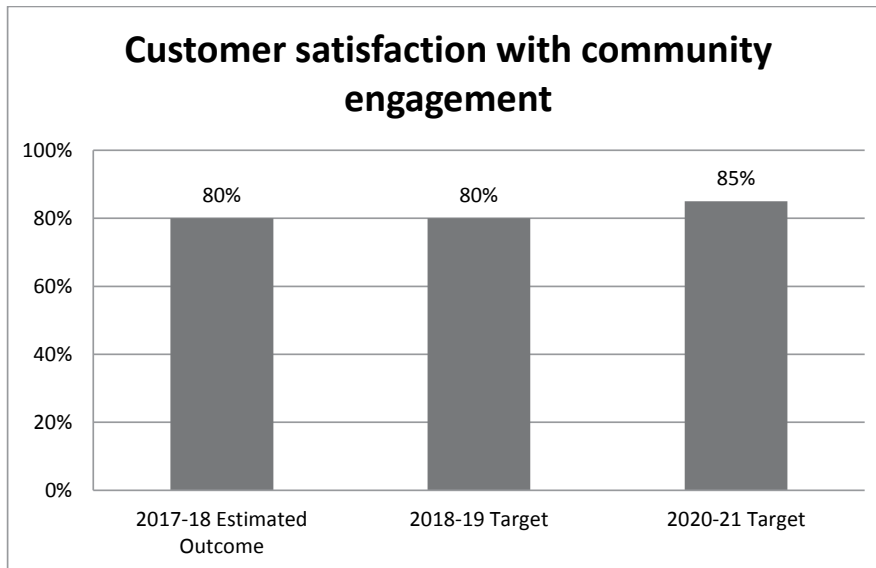
**Strategic Indicator 1.6: Satisfaction with community engagement continues to demonstrate improvement**

The Directorate undertakes a wide range of community engagement activities including public meetings, forums, online and hardcopy surveys, telephone surveys, discussion groups, focus groups, seminars and workshops utilising local and social media.

This indicator will be measured through a range of community engagement activities undertaken, as well as through overall satisfaction with the community engagement process for those participating members of the public. The satisfaction level will be measured through a feedback process that is integrated into major consultation activities.

The Directorate has three years remaining of the five year target set in the 2016-17 Budget to measure customer satisfaction with community engagement to reach an 85 per cent satisfaction rate by 2020-21.

Figure 6: Customer satisfaction with community engagement



### **An internal business perspective**

As the Directorate works to ensure that its services are consistently of high quality, timely, effective and cost efficient, and meet the needs of the community, we seek out better ways to deliver our services and improve our effectiveness and efficiency through optimising our business systems and processes.

### **Strategic Objective 2**

#### ***TRANSPORT Strategic Objective 2: Improve the efficiency of public transport***

The Directorate has a strategic objective of improving the efficiency of public transport as part of ensuring that the community receives the value from the investment required to run bus and light rail services. This has two key elements:

- improving the efficiency of bus operations
- generating revenue through well targeted fare structures and increasing public transport patronage

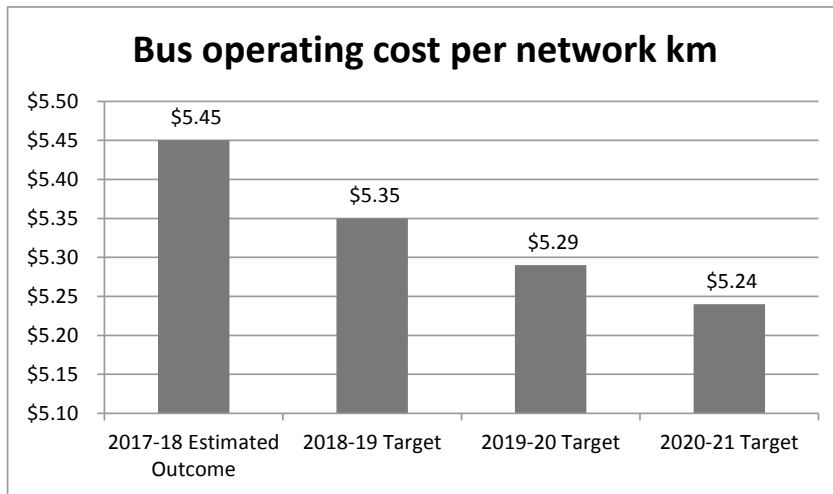
The reader should note that targets and accountability indicators will be adjusted following the introduction of light rail as appropriate.

### **Strategic Indicator 2.1: Operating efficiency**

Operating efficiency is a straightforward measure of the cost of providing bus services. The key accountability indicator for this is the bus network operating cost per network kilometre.

The Directorate has three years remaining of the five year target set in the 2016-17 Budget of reducing operating costs per network kilometre by five per cent from current levels. This is an improvement in operating efficiency of more than five per cent after taking into account CPI growth.

Figure 7: Bus network operating costs per network kilometre



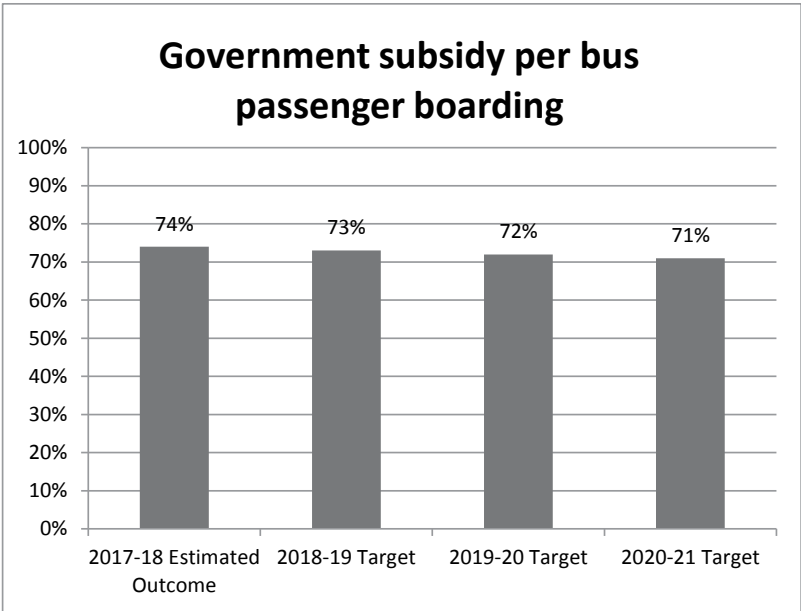
### **Strategic Indicator 2.2: Business performance**

Business performance is a comparison between the amount of revenue generated by the business and the cost of running the business. The Directorate will introduce a long term business strategy for public transport that will progress organisational reform and provide a pathway for further service improvement.

The strategic indicator for business performance is the Government subsidy per passenger boarding, a measure that captures the overall financial performance of public transport.

The Directorate has three years remaining of the five year target set in the 2016-17 Budget of Government subsidy per passenger boarding of 71 per cent by 2020-21.

Figure 8: Government subsidy per bus passenger boarding as a percentage of operating costs



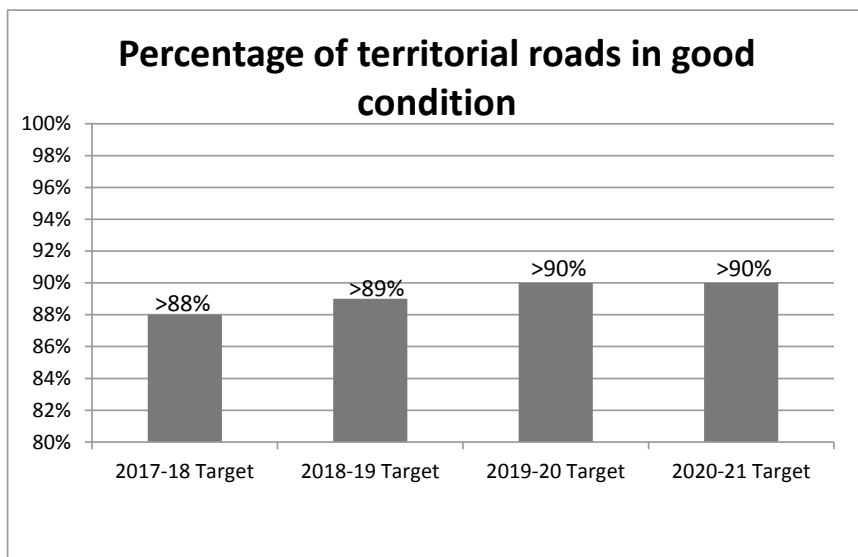
## ***CITY SERVICES Strategic Objective 2: Improved delivery of city services***

### **Strategic Indicator 2.3: Percentage of territorial roads in good condition**

The Directorate maintains over 3,000 kilometres of road network across the Territory.

This maintenance program is guided by a Strategic Asset Management Plan which enables a long term view of asset management. This indicator is measured using an industry standard survey that assesses one third of the territorial road network annually.

Figure 9: Percentage of territorial roads in good condition



### **An innovation perspective**

Harnessing ideas technology and data is just one of the ways that the Directorate will work towards achieving its objective of contributing to a sustainable city and improving liveability and social inclusion. We will strive to achieve sustainability targets, optimise technology, and ensure we develop services that meet the social needs of our community.

### **Strategic Objective 3**

#### ***TRANSPORT Strategic Objective 3: Drive innovation and a sense of excitement about public transport***

The Directorate has a core goal of running an effective public transport network. The Directorate will take advantage of emerging trends in technology and deliver an exciting new public transport system.

Light rail is a key milestone for the Territory and will be fully integrated with the bus network. The Directorate will continue with procurement activities for a modern ticketing system across buses and light rail.

The use of public transport provides significant environmental benefits. The Directorate will support the environment through two key deliverables over the coming years: powering light rail by 100 per cent renewable electricity, and further pursuit of alternative fuel buses.

Public transport plays an important social role by providing mobility to disadvantaged members of the community. The Directorate will work to ensure that its community transport services are effective and well targeted.

### **Strategic Indicator 3.1: Deliver light rail and integrate light rail with buses**

The Directorate is responsible for ensuring that light rail is operational in 2018-19. The Directorate is responsible for overseeing the construction works of light rail and contributing to the broader urban design work that will make the Gungahlin to the City transport corridor a success.

The Directorate will deliver a single ticketing system integrating light rail and the bus network.

### **Strategic Indicator 3.2: Reduce public transport related greenhouse gas emissions**

Public transport plays an important role in helping meet the ACT's legislated greenhouse gas emissions targets.

Light rail will efficiently move large numbers of commuters along the Gungahlin to City corridor. In line with the Government's target of 100 per cent renewable electricity by 2020, light rail will be powered by 100 per cent renewable electricity.

The Directorate will work to make its fleet of bus vehicles modern and fuel efficient through the ongoing bus replacement program.

### ***CITY SERVICES Strategic Objective 3: A reduction in waste to landfill***

A sustainable future is one of the Government's strategic themes articulated in *The Canberra Plan: Towards our Second Century*.

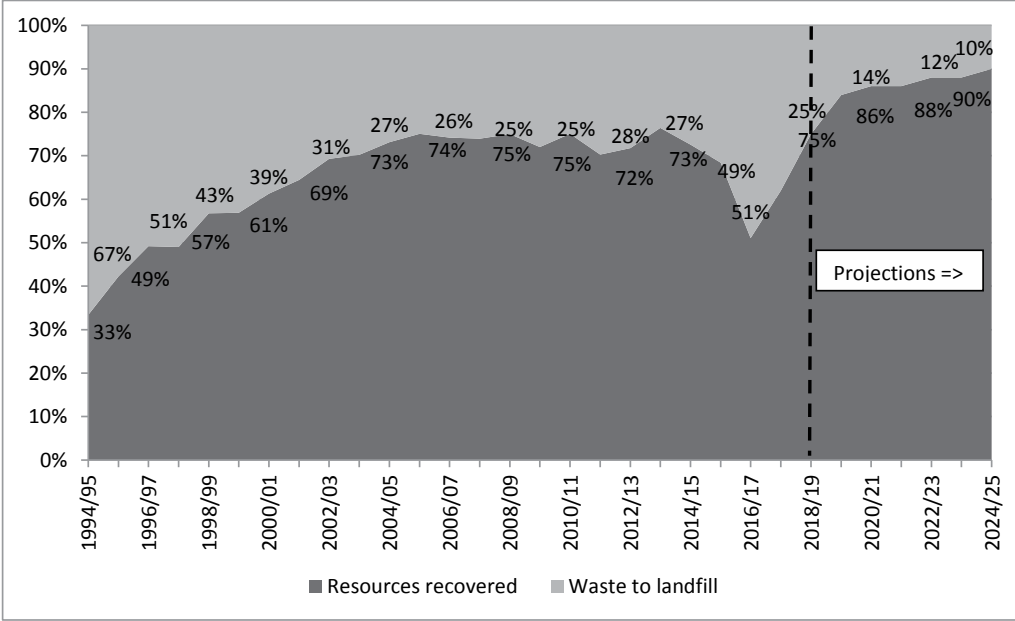
The Directorate is committed to ensuring that Canberra becomes a fully sustainable city and region and that future development is environmentally sensitive, to maintain and protect natural assets, and respond to the challenges of climate change. A reduction in the amount of waste going to landfill is one of the strategic progress indicators towards achieving this objective.

### **Strategic Indicator 3.3: Reduction in waste to landfill as a proportion of the total waste stream**

This indicator is calculated using weighbridge data of waste to landfill, and data provided by local ACT resource recovery and recycling industries. The waste to landfill and resource recovery data is combined to provide a total waste generation level.

Note that the projections do not include the potential impact of increased tonnage going to landfill as a result of the Mr Fluffy asbestos demolition program.

Figure 10: Waste to landfill as a proportion of the total waste stream



## Output Classes

### Output Class 1: Transport Canberra

Table 2: Output Class 1: Transport Canberra

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost <sup>1</sup>	151,020	206,713
Controlled Recurrent Payments	146,970	188,696

**Note:**

1. Total cost includes depreciation and amortisation of \$1.789 million in 2017-18 and \$15.519 million in 2018-19.

#### Output 1.1: Transport Canberra

Transport Canberra includes oversight of the construction of light rail, the Government subsidy paid to Transport Canberra Buses (ACTION), the strategic oversight of the public transport network and policy, public transport asset management and the Active Travel Office.

Table 3: Output 1.1: Transport Canberra

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost <sup>1</sup>	151,020	206,713
Controlled Recurrent Payments	146,970	188,696

**Note:**

1. Total cost includes depreciation and amortisation of \$1.789 million in 2017-18 and \$15.519 million in 2018-19.

### Output Class 2: City Services

Table 4: Output Class 2: City Services

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost <sup>1</sup>	413,821	431,122
Controlled Recurrent Payments	191,346	202,049

**Note:**

1. Total cost includes depreciation and amortisation of \$181.864 million in 2017-18 and \$179.950 million in 2018-19.

#### Output 2.1: Roads and Infrastructure

Management of the Territory's road and associated assets, stormwater infrastructure, community paths, bridges, traffic signals, streetlights and car parks. This output also includes the provision of asset information services, capital works and development approvals relating to the acceptance of new infrastructure assets.

**Table 5: Output 2.1: Roads and Infrastructure**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
<b>Total Cost<sup>1,2</sup></b>	209,896	217,044
<b>Controlled Recurrent Payments</b>	74,093	78,577

**Note:**

1. Total cost includes depreciation and amortisation of \$135.405 million in 2017-18 and \$139.050 million in 2018-19.
2. 2018-19 Budget includes the transfer of Infrastructure Delivery function from Chief Minister, Treasury and Economic Development Directorate from 1 July 2018.

**Output 2.2: Library Services**

Provision of library services to the community through Libraries ACT's branches, home library service, the ACT Virtual Library and the Heritage Library.

**Table 6: Output 2.2: Library Services**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
<b>Total Cost<sup>1</sup></b>	17,004	19,047
<b>Controlled Recurrent Payments</b>	13,709	14,766

**Note:**

1. Total cost includes depreciation and amortisation of \$2.565 million in 2017-18 and \$2.664 million in 2018-19.

**Output 2.3: Waste and Recycling**

Provision of domestic waste, recyclables and green waste collection services, operation of resource management and recycling centres, development of waste policy, and implementation and evaluation of waste management programs.

**Table 7: Output 2.3: Waste and Recycling**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
<b>Total Cost<sup>1</sup></b>	68,694	70,340
<b>Controlled Recurrent Payments</b>	34,395	34,065

**Note:**

1. Total cost includes depreciation and amortisation of \$18.216 million in 2017-18 and \$12.121 million in 2018-19.

**Output 2.4: City Maintenance and Services**

Planning and management of the Territory's parks and urban open space system including associated community infrastructure, maintaining the look and feel of the city, and managing the urban forest and sportsgrounds facilities. The Directorate also provides advice, education and compliance services in relation to municipal ranger functions, domestic animal management, plant and animal licensing and significant tree protection. This output also includes Yarralumla Nursery.

**Table 8: Output 2.4: City Maintenance and Services**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
<b>Total Cost<sup>1</sup></b>	103,965	110,294
<b>Controlled Recurrent Payments</b>	69,149	74,641

**Note:**

1. Total cost includes depreciation and amortisation of \$23.723 million in 2017-18 and \$24.160 million in 2018-19.

**Output 2.5: Capital Linen Service**

Capital Linen Service provides a managed linen service to a range of customers including public and private hospitals, health and aged care providers, hotels, restaurants, major tourist attractions, educational institutions and emergency services.

**Table 9: Output 2.5: Capital Linen Service**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
<b>Total Cost<sup>1</sup></b>	14,262	14,397
<b>Controlled Recurrent Payments</b>	0	0

**Note:**

1. Total cost includes depreciation and amortisation of \$1.955 million in 2017-18 and \$1.955 million in 2018-19.

# Accountability Indicators

## Output Class 1: Transport Canberra

### Output 1.1: Transport Canberra

Table 10: Accountability Indicators Output 1.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
<b>Light Rail</b>			
a. Arrival of first light rail vehicle to depot <sup>1</sup>	December 2017	December 2017	n/a
b. Full energisation of network for testing <sup>2</sup>	May 2018	Not completed	August 2018
c. Termini complete (excluding landscaping and minor works) <sup>3</sup>	March 2018	Not completed	July 2018
d. Dynamic testing of light rail vehicles commenced <sup>1</sup>	February 2018	June 2018	n/a
e. Laying of mainline track complete (excluding minor works) <sup>4</sup>	May 2018	Not completed	July 2018
f. Maintenance/control centre building complete (excluding landscaping and minor works) <sup>5</sup>	March 2018	Not completed	August 2018
g. Commencement of light rail stage 1 operations <sup>6</sup>	n/a	n/a	December 2018
<b>Active Travel</b>			
h. Customer satisfaction with access to cycle and walking paths	85%	85%	85%
<b>Bus Operations (ACTION output 1.1)</b>			
i. Customer satisfaction with ACTION services as assessed by passenger survey <sup>7</sup>	85%	85%	85%
j. Deliver an updated, long term business strategy and report on business and organisational reform progress <sup>8</sup>	1	1	n/a
k. Deliver an updated fleet strategy <sup>8</sup>	1	1	n/a
l. Percentage of in service fleet fully compliant with standards under the <i>Disability Discrimination Act 1992</i> <sup>9</sup>	82%	80%	81%
m. Percentage of in service fleet Euro 5 or better emission standard compliant <sup>10</sup>	62%	59%	62%
n. Service reliability – percentage of all scheduled services which operated to completion	99.5%	99.6%	99.5%
o. Percentage of services operating on scheduled time <sup>11</sup>	75%	73%	75%
p. Total network operating cost per network kilometre <sup>12</sup>	\$5.45	\$5.45	\$5.35
q. Total network operating cost per passenger boarding <sup>13</sup>	\$7.92	\$7.92	\$7.92
r. Farebox recovery as a percentage of total network operating costs	16.4%	15.4%	16.4%
s. ACTION passenger boardings <sup>14</sup>	18.4 million	18.4 million	n/a
t. Undertake a trial of electric buses <sup>15</sup>	1	0	1
u. Public transport passenger boardings <sup>16</sup>	n/a	n/a	18.7 million

**Notes:**

1. This indicator is ceasing in 2018-19 due to completion of the target in 2017-18.
2. Full energisation means turning on the power to the overhead wires so that Light Rail Vehicles can run along the track. The target for this indicator has been rescheduled to August 2018.
3. The termini are at Gungahlin Place and Alinga Street, the measure will be construction of the stop. The target for this indicator has been rescheduled to July 2018.
4. The target for this indicator has been rescheduled to July 2018.
5. The target for this indicator has been rescheduled to August 2018.
6. A new indicator is proposed to measure the progress of the light rail project in context of 2018-19.
7. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Transport Canberra and City Services Directorate (the Directorate). The survey seeks customer views on the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. In 2017-18, TCCS will be improving the survey methodology by moving from telephonic interviewing to an online platform. Minimum sample size for this survey is 1,000.
8. This indicator is ceasing in 2018-19 due to completion of the target in 2017-18.
9. The *Disability Discrimination Act 1992* (DDA) details the accessibility specifications of a bus required to achieve compliance. The Act requires 100% of Public Transport vehicles to be compliant by 31 December 2022. The decreased target for 2018-19 is in line with the expected timing of the delivery and introduction of new buses into the fleet.
10. Euro emission standards define the acceptable limits for exhaust emissions of vehicles. The below target estimated outcome for 2017-18 is in line with the expected timing of the delivery and introduction of new buses into the fleet.
11. Operating on scheduled time describes a bus service that departs a stop that is a designated timing point between one minute earlier and four minutes later than the scheduled time. GPS technology attached to the MyWay system is used to measure this indicator. Only scheduled services that operated successfully are measured. The below target estimated outcome for 2017-18 is due to the increased road works and diversions throughout the ACT.
12. Network operating costs per kilometre measure the cost and kilometres directly attributable to the operation of Transport Canberra Buses (ACTION)'s network route and school services. It excludes costs and kilometres associated with the operation of special needs transport, community buses and bus charter services. The decreased target for 2018-19 is a result of TCCS strategic operating efficiencies.
13. Total network operating costs measure the costs directly attributable to the operation of ACTION's network route and school services.
14. This indicator is ceasing in 2018-19 as it has been replaced by indicator "u", which will reflect public transport boardings from buses and light rail.
15. The trial of electric buses is not expected to be completed in 2017-18 due to delays in the supply of the vehicles.
16. This is a new indicator to measure the patronage number from buses and light rail when light rail commences its operation in 2018-19.

## Output Class 2: City Services

### Output 2.1: Roads and Infrastructure

Table 11: Accountability Indicators Output 2.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
<b>Roads</b>			
a. Annual percentage of territorial roads resurfaced <sup>1</sup>	5%	5%	5%
b. Annual percentage of municipal roads resurfaced	4%	4%	4%
c. Percentage of customers satisfied with the public road network	>75%	80%	>75%
d. Percentage of territorial roads in good condition <sup>1,2</sup>	>88%	88%	>89%
e. Percentage of bridges that meet SM1600 standard on the B Double Network <sup>3</sup>	>80%	84%	>80%
f. Increase in length (km) of on-road cycle lanes <sup>4</sup>	25	25	25
g. Increase in length (km) of community paths <sup>5</sup>	35	41	35
<b>Asset Acceptance</b>			
h. Responses on Development Applications referred from the Environment, Planning and Sustainable Development Directorate completed within agreed timeframes <sup>6</sup>	85%	85%	85%
i. Respond to developers submissions within adopted timeframes <sup>7</sup>	85%	90%	85%

**Notes:**

1. Territorial roads are sealed major roads that have the principle function of an avenue for movements linking town centres and suburbs. Territorial roads are defined as NAASRA (National Association of Australian State Road Authorities) Class 1,2,3 and 6.
2. The 2018-19 target has been increased to reflect current service levels, and to match the increase in the corresponding Strategic Indicator 2.3.
3. SM1600 standard is a theoretical loading designated by Australian Standards 5100 2004 Bridge Design which should ensure that bridges can carry future vehicle loadings.
4. The indicator refers to the length of on-road cycle lanes in the network that meets the current standard width requirements. Sections of existing lanes that do not meet this standard are not included in the indicator until they are remarked and become compliant.
5. Increases in community paths are measured using the date the 'works as executed' drawings are submitted and registered. The above target estimated outcome for 2017-18 is due to greater than expected contributed assets from developers with the opening of new subdivisions.
6. Agreed timeframe is 15 working days.
7. Adopted timeframe is 20 working days. The above target estimated outcome for 2017-18 reflects the Directorate's commitment to reducing response times, by streamlining work practices and early engagement with customers.

## Output 2.2: Library Services

**Table 12: Accountability Indicators Output 2.2**

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Physical visits to libraries per capita <sup>1</sup>	5.0	5.0	5.0
b. Items borrowed per capita <sup>1,2</sup>	7.5	7.0	7.5
c. Percentage of population who are registered library members <sup>3</sup>	62%	66%	62%
d. Customer satisfaction with library services <sup>4</sup>	90%	90%	90%
e. Direct cost of public library services per capita <sup>1</sup>	\$35.50	\$35.50	\$35.50
f. Percentage of library collection purchased in previous five years	60%	60%	60%
g. Number of ACT publications or collections added to the heritage collection	12,000	12,000	12,000

**Notes:**

1. The 2018-19 target is based on a population of 424,200.
2. The below target estimated outcome for 2017-18 is due to a decrease in physical loans which Libraries anticipate is from users targeting their reading and to the accessibility of digital information. While digital loans have increased due to the changing patterns of customer usage, overall items borrowed per capita have decreased.
3. The 2018-19 target is based on a population of 424,200 with 62 per cent of the population representing approximately 263,004 library members. Registered library members include people from the ACT and the surrounding NSW region.
4. The survey includes public libraries only and does not include the Virtual and Heritage Libraries.

## Output 2.3: Waste and Recycling

**Table 13: Accountability Indicators Output 2.3**

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Annual tonnes of waste to landfill per head of population <sup>1</sup>	0.7	0.7	0.7
b. Annual total resource recovery tonnage per head of population <sup>1,2</sup>	1.7	1.2	1.7
c. Percentage of material recovered from the total waste stream <sup>3</sup>	75%	62%	75%
d. Percentage of customers satisfied with waste collection services	>90%	>90%	>90%
e. Contract cost of landfilling waste per tonne	\$18.34	\$18.34	\$18.34
f. Annual cost of domestic kerbside waste collection services per head of population <sup>4</sup>	\$19.85	\$19.85	\$19.85
g. Annual cost of domestic kerbside recycling collection service per head of population <sup>4</sup>	\$11.30	\$11.30	\$11.30
h. Number of mattresses diverted from landfill <sup>5</sup>	32,000	37,000	37,000
i. Container redemption rate <sup>6</sup>	n/a	n/a	60%

**Notes:**

1. The 2018-19 target is based on an ACT population of 424,200 and Queanbeyan population of 41,000.

2. The below target estimated outcome for 2017-18 is reflective of the non-mandatory nature of the recycling survey. New legislation effective 1 July 2017 seeks to address this issue.
3. The below target estimated outcome for 2017-18 is due to the increased waste to landfill from the Asbestos eradication program for the Mr Fluffy houses.
4. The 2018-19 target is based on an ACT population of 424,200.
5. The above target estimated outcome for 2017-18 is mainly attributed to the increase in mattresses sourced from organisations such as universities, hospitals, Australia Defence Force residences.
6. This is a new indicator for 2018-19 measuring the performance of the Container Deposit Scheme to ensure that the maximum number of eligible containers are recovered and recycled under the Scheme and litter is reduced accordingly in the environment.

## **Output 2.4: City Maintenance and Services**

**Table 14: Accountability Indicators Output 2.4**

	<b>2017-18 Targets</b>	<b>2017-18 Estimated Outcome</b>	<b>2018-19 Targets</b>
a. Customer satisfaction with the management of Town and District Parks <sup>1</sup>	90%	90%	n/a
b. Customer satisfaction with the maintenance of street trees <sup>1</sup>	70%	70%	n/a
c. Customer satisfaction with children's play equipment being well maintained <sup>1,2</sup>	90%	77%	n/a
d. Customer satisfaction with the general look and feel of local suburban shopping centres <sup>1,3</sup>	75%	71%	n/a
e. Percentage of customers satisfied with the management of sportsgrounds <sup>4</sup>	93%	83%	85%
f. Numbers of dogs processed by the Domestic Animal Shelter <sup>5</sup>	1,300	980	1,100
g. Percentage of saleable stray and abandoned dogs re-homed	90%	89%	90%
h. Remove abandoned vehicles on unleased land within nine calendar days	100%	97%	100%
i. Respond to complaints of public safety issues within 2 days <sup>6</sup>	100%	100%	n/a
j. Response and collection of 'sharps' on unleased land within 4 hours	100%	100%	100%
k. Annual operation cost per hectare of actively maintained park land is less than benchmarked median across Australia <sup>7</sup>	n/a	n/a	<\$12,957
<b>Yarralumla Nursery</b>			
l. Plant spoilage within industry standard	< 10%	6%	< 10%

**Notes:**

1. This customer satisfaction indicator has been removed as a performance measure for the Directorate's output. Customer satisfaction for elements within this output such as satisfaction with shops, playgrounds, trees and parks are continuing to be monitored as Key Performance Indicators rather than Accountability Indicators.
2. The below target estimated outcome for 2017-18 is mainly due to the dated appearance of playground equipment across some locations. Staff conduct regular inspection of all playgrounds. However, it is important to note that inspections and repairs are based on safety rather than general appearance.
3. The below target estimated outcome for 2017-18 reflects the community's expectations around quicker response times to vandalism and broken facilities at shopping centres.
4. The below target estimated outcome for 2017-18 is mainly due to the removal a category of customers that were 'not dissatisfied' with the maintenance of sportsgrounds that was included in the 2017-18 target.
5. The below target estimated outcome for 2017-18 is due to the increases in registered and microchipped dogs which has assisted in returning roaming dogs to their homes and consequently reducing the need to impound. The 2018-19 target has been reduced to reflect increases in registered and microchipped dogs.
6. This indicator is ceasing in 2018-19.
7. This is a new indicator for 2018-19 measuring the Directorate's progress. This indicator is benchmarked against other Councils across Australia and is supported by the Yardstick Park Benchmarks report.

**Output 2.5: Capital Linen Service****Table 15: Accountability Indicators Output 2.5**

	<b>2017-18 Targets</b>	<b>2017-18 Estimated Outcome</b>	<b>2018-19 Targets</b>
a. Total tonnes of laundry delivered <sup>1</sup>	7,220	6,886	6,242
b. Retain certification of Quality Management System Standard AS/NZS ISO 9001:2008	100%	100%	100%

**Notes:**

1. The below target estimated outcome for 2017-18 is a result of a reduction in production demand in the accommodation and health sector.

## Changes to Appropriation

**Table 16: Changes to appropriation – Controlled Recurrent Payments**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
<b>2017-18 Budget</b>	<b>334,866</b>	<b>360,302</b>	<b>370,908</b>	<b>400,042</b>	<b>402,470</b>
<b>2nd Appropriation</b>					
Building a better city – Nara Peace Park landscaping	0	2	14	16	16
Building a better city – Planning for faster rail between Canberra and Sydney	0	1,000	0	0	0
Building a better city – New bus depot at Woden	0	256	1,794	1,827	1,860
Offsetting Initiatives	0	-2	-14	-16	-16
<b>FMA Section 16B Rollovers from 2016-17</b>					
Better Public Transport – Active Travel for schools and shopping centres	292	0	0	0	0
Better Public Transport – Improved delivery of ACTION services	50	0	0	0	0
Better Services – Improved asset management	300	0	0	0	0
Improved Waste Resource Recovery	459	0	0	0	0
Improving Our Suburbs – Local shopping centre upgrades	321	0	0	0	0
Transport for Canberra – Improved community transport coordination	110	0	0	0	0
<b>2018-19 Budget Policy Decisions</b>					
Better Government:					
Boosting local libraries	0	769	788	807	828
Geographical Information Systems	0	0	260	50	50
Keeping our growing city moving:					
Better infrastructure for active travel	0	50	0	0	0
Better infrastructure for the Rapid Transport Network	0	0	0	11	21
Canberra Brickworks Precinct – environmental offsets	0	0	0	11	11
Flexible public transport	0	1,125	0	0	0
Light Rail Network 2 – City to Woden early planning	0	12,500	0	0	0
Light Rail Stage 1– commencing operations	0	850	0	0	0
Mitchell light rail stop	0	150	0	0	0
Pialligo pedestrian upgrades	0	150	0	0	0
Safer intersections	0	0	0	80	202
More jobs for our growing city:					
Better town centres	0	0	35	58	148

**Table 16: Changes to appropriation – Controlled Recurrent Payments (continued)**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Renewing Higgins Neighbourhood Oval	0	0	100	102	104
Aboriginal and Torres Strait Islander Arts Officer – Contribution to CMTEDD	0	-6	-7	-7	-8
More services for our suburbs:					
Asbestos remediation for Birrigai	0	300	317	0	0
Better animal management	0	995	760	787	847
Better suburbs	0	1,854	3,082	2,512	2,552
Better waste management	0	1,934	2,066	1,641	1,586
Keeping local ovals green	0	601	751	751	751
More trees	0	90	93	114	80
Nicholls Neighbourhood Oval upgrade	0	0	0	32	32
Restoring Boomanulla Oval	0	26	53	54	55
Servicing new suburbs	0	3,479	0	0	0
Offsetting Initiatives	0	0	-260	-50	-50
<b>2018-19 Budget Technical Adjustments</b>					
Comcare Premium Reduction	-279	0	0	0	0
Commonwealth Grants – Interstate Road Transport	55	-355	-355	-355	-355
Commonwealth Grants – Investment – Road Component – Recurrent	-173	-1,591	-143	-9,117	-9,117
Light Rail – Stage 1 – PPP Service payments	0	0	0	0	511
Revised Funding Profile – Better Public Transport – Trial of electric buses	-421	421	0	0	0
Revised Funding Profile – Better Public Transport for Canberra – Improved delivery of ACTION services	-400	400	0	0	0
Revised Funding Profile – Better Services – Improved asset management	-850	1,150	250	-550	0
Revised Indexation Parameters	0	-94	-24	-103	4,262
Revised Indexation Parameters – ACTION	0	0	23	0	2,226
Revised Superannuation Parameters	0	873	836	960	785
Revised Superannuation Parameters – ACTION	-123	-185	-291	-342	-520
Revised Wage Parameters	0	905	2,025	3,317	4,327
Revised Wage Parameters – ACTION	0	920	2,213	3,903	5,197
Transfer from Capital Injection Controlled – Building a better city – Lakeside arterial concept design	1,336	0	0	0	0
Transfer from Capital Injection Controlled – Light Rail Stage 2 – City to Woden – Design and procurement	3,267	0	0	0	0
Transfer to Capital Injection Controlled – Commonwealth Grant – Investment Road Component	-1,500	0	0	0	0

**Table 16: Changes to appropriation – Controlled Recurrent Payments (continued)**

	<b>2017-18 Estimated Outcome \$'000</b>	<b>2018-19 Budget \$'000</b>	<b>2019-20 Estimate \$'000</b>	<b>2020-21 Estimate \$'000</b>	<b>2021-22 Estimate \$'000</b>
Transfer – Keeping our growing city moving – Ernest Cavanagh Street extension – from CMTEDD	0	0	0	1	2
Transfer – Infrastructure Delivery – from CMTEDD	0	291	299	306	314
Transfer – Sportsgrounds management – from CMTEDD	1,006	1,001	1,005	1,027	1,052
Transfer – Transport Planning – from EPSDD	0	584	594	603	611
<b>2018-19 Budget</b>	<b>338,316</b>	<b>390,745</b>	<b>387,172</b>	<b>408,472</b>	<b>420,834</b>

**Table 17: Changes to appropriation – Capital Injections, Controlled**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
<b>2017-18 Budget</b>	<b>238,235</b>	<b>555,532</b>	<b>76,550</b>	<b>57,522</b>	<b>57,522</b>
<b>2nd Appropriation</b>					
Building a better city – Nara Peace Park landscaping	60	148	0	0	0
Building a better city – New bus depot at Woden	4,000	21,000	0	0	0
<b>FMA Section 16B Rollovers from 2016-17</b>					
ACT Travel Time Information	56	0	0	0	0
ACTION – Better Public Transport – Bus Fleet upgrades	4,083	0	0	0	0
ACTION – Bus Replacement Program	2,371	0	0	0	0
ACTION – Replace underground storage tanks	138	0	0	0	0
Better Infrastructure Fund	4,623	0	0	0	0
Better Public Transport – Active travel for schools and shopping centres	1,415	0	0	0	0
Better Public Transport – Integrated bus and light rail ticketing – One Ticket, One Fare, One Network	307	0	0	0	0
Better Public Transport for Tuggeranong – Park and ride facility for Wanniasa	23	0	0	0	0
Better Public Transport for Woden and Weston Creek – New Woden bus depot	700	0	0	0	0
Better Roads for Belconnen – Aikman Drive duplication	1,361	0	0	0	0
Better Roads for Canberra – Stronger bridges to transport freight	1,258	0	0	0	0
Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1	5,459	0	0	0	0
Better Roads for Gungahlin – Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	1,883	0	0	0	0
Better Roads for Tuggeranong – Ashley Drive duplication – Stage 2	3,585	0	0	0	0
Better Roads for Tuggeranong – Ashley Drive duplication (Ellerston Avenue to Johnson Drive)	30	0	0	0	0
Better Roads for Weston Creek – Cotter Road duplication (Tuggeranong Parkway to Yarralumla Creek)	1,139	0	0	0	0
Better Roads for Woden – Intersection safety upgrades	535	0	0	0	0
Better Services – Improving libraries – self service check out and improved access	47	0	0	0	0
Civic to Gungahlin Corridor Improvements	3,176	0	0	0	0
Commonwealth Grant – Black Spot Program NP	1,409	0	0	0	0
Commonwealth Grant – Roads to Recovery Program NP	-35	0	0	0	0
Domestic Animal Services Incident Management System	4	0	0	0	0

**Table 17: Changes to appropriation – Capital Injections, Controlled (continued)**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Enhancement of Library Collections	-10	0	0	0	0
Essential waste management infrastructure	2,368	0	0	0	0
Facilities Improvement Program 2016 – 17	153	0	0	0	0
Improving Our Suburbs – Green bins pilot program	-153	0	0	0	0
Light Rail Stage 1 – Procurement and delivery	2,531	0	0	0	0
Local shopping centre upgrades program	4	0	0	0	0
Lyneham Sports Precinct redevelopment – Stage 3	83	0	0	0	0
Mugga 2 Quarry – Remediation	130	0	0	0	0
Mugga Lane – Rehabilitation of old landfill cells	335	0	0	0	0
Mugga Lane – Replace damaged septic system	10	0	0	0	0
Narrabundah Ball Park – Stage 2 – Design	78	0	0	0	0
Town and District Park Upgrades	17	0	0	0	0
Transport for Canberra – Business system upgrade	68	0	0	0	0
Transport for Canberra – Majura Parkway	-9,682	0	0	0	0
Transport for Canberra – Real time passenger information system	60	0	0	0	0
Urban Renewal Program – Acton – Sullivans Creek cycle path upgrades	17	0	0	0	0
Urban Renewal Program – Erindale Group Centre – Gartside Street (south) development – Stage 1	416	0	0	0	0
Urban Renewal Program – Oaks Estate river corridor heritage walk improvements – Stage 1	30	0	0	0	0
Urban renewal program – Phillip Oval upgrade	80	0	0	0	0
Urban Renewal Program – Phillip trade service area parking management	-17	0	0	0	0
Urban Renewal Program – Tuggeranong – Anketell Street (north) upgrade – Stage 1	237	0	0	0	0
Urban Renewal Program – Tuggeranong Valley and Kaleen age friendly facilities	17	0	0	0	0
Urban Renewal Program – Weston Group Centre – Brierly Street and Trenerry Square upgrades	340	0	0	0	0
Water Management System Upgrade Program 2016 – 17	328	0	0	0	0
West Belconnen Resource Management Centre Rehabilitation of Landfill Cells	-27	0	0	0	0
<b>2018-19 Budget Policy Decisions</b>					
Better Government:					
Improving customer services delivery	0	460	0	0	0

**Table 17: Changes to appropriation – Capital Injections, Controlled (continued)**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Keeping our growing city moving:					
Better infrastructure for the Rapid Transport Network	0	1,050	0	0	0
Better infrastructure for active travel	0	7,200	11,950	2,000	500
Bridge Renewal Program	0	750	0	0	0
John Gorton Drive and Molonglo River Bridge Crossing – Early design	0	1,250	0	0	0
Monaro Highway Upgrade	0	2,000	0	0	0
Pavement upgrades	0	350	0	0	0
Safer intersections	0	3,248	4,872	0	0
William Slim Drive duplication	0	250	0	0	0
More jobs for our growing city:					
Better town centres	0	750	3,500	500	0
Micro parks	0	90	0	0	0
Renewing Higgins Neighbourhood Oval	0	600	650	0	0
More services for our suburbs:					
Better waste management	0	400	820	420	0
More trees	0	26	26	28	0
Nicholls Neighbourhood Oval upgrade	0	50	1,550	0	0
Parkwood estate rehabilitation	0	3,453	1,500	0	0
Restoring Boomanulla Oval	500	770	0	0	0
Servicing new suburbs	0	461	0	0	0
Stormwater infrastructure improvements	0	3,000	0	0	0
More support for families and the vulnerable:					
Keeping Canberrans safe in public places	0	0	200	200	100
Offsetting Initiatives	-4,290	-148	0	0	0
<b>2018-19 Budget Technical Adjustments</b>					
ACTION – Replace underground storage tanks	300	0	0	0	0
Better services in your community – Future bus network	1,500	0	0	0	0
Caring for our Environment – Essential waste management infrastructure	1,670	0	0	0	0
Urban renewal program – Erindale Group Centre – Gartside Street (south) development – Stage 1	170	0	0	0	0
Cessation – Better Infrastructure Fund offsets	0	0	0	0	1,000

**Table 17: Changes to appropriation – Capital Injections, Controlled (continued)**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Cessation – Better services in your community – Essential waste management infrastructure	0	0	0	0	-2,023
Cessation – Better services in your community – Green waste bins	0	0	0	0	-3,646
Cessation – Building a better city – Active Travel – Footpath and cycleway upgrades	0	0	0	0	-1,000
Cessation – Building a better city – Rehabilitating landfill sites	0	0	0	0	-8,322
Commonwealth Grant – Black Spot Projects	242	0	-242	0	35
Commonwealth Grant – Bridges Renewal Program	-542	119	-169	-128	415
Commonwealth Grant – Heavy Vehicle Safety and Productivity	-290	-369	304	98	384
Commonwealth Grant – Investment – Road Component	-1,107	2,594	4,993	20,838	25,837
Commonwealth Grant – Major projects business case fund	0	0	0	333	333
Commonwealth Grant – Roads of strategic importance initiative	0	248	744	1,249	1,334
Commonwealth Grant – Roads to recovery	-6,000	6,000	0	0	0
Commonwealth Grant – Urban congestion fund	0	0	834	833	1,666
Light Rail – Stage 1 – PPP Service payments	0	0	0	0	610
Revised Funding Profile – Better Roads for Belconnen – Aikman Drive duplication	-1,500	1,500	0	0	0
Revised Funding Profile – Better Roads for Canberra – Stronger bridges to transport freight	-200	200	0	0	0
Revised Funding Profile – Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1	-4,000	4,000	0	0	0
Revised Funding Profile – Better Roads for Gungahlin – Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	-11,000	-9,000	20,000	0	0
Revised Funding Profile – Better Roads for Weston Creek – Cotter Road duplication (Tuggeranong Parkway to Yarralumla Creek)	9,000	-9,000	0	0	0
Revised Funding Profile – Better services – Improved asset management	-500	500	0	0	0
Revised Funding Profile – Better Services – Improving libraries – self service check out and improved access	-1,600	1,600	0	0	0
Revised Funding Profile – Better services in your community – Essential Waste Management Infrastructure	-1,000	-9,000	10,000	0	0
Revised Funding Profile – Better Services in your community – Expanding the Domestic Animal Shelter	-250	250	0	0	0
Revised Funding Profile – Better services in your community – Faster bus travel	-400	400	0	0	0

**Table 17: Changes to appropriation – Capital Injections, Controlled (continued)**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Revised Funding Profile – Better services in your community – Future Bus Network	-16,000	16,000	0	0	0
Revised Funding Profile – Better services in your community – Integrated bus and light rail ticketing	-1,690	1,690	0	0	0
Revised Funding Profile – Building a better city – Active Travel – Footpath and cycleway upgrades	-50	50	0	0	0
Revised Funding Profile – Building a better city – Federal Highway and Old Well Station Road Intersection upgrade	-1,000	1,000	0	0	0
Revised Funding Profile – Building a better city – Gundaroo Drive Duplication – Stage 2	-4,000	-1,000	5,000	0	0
Revised Funding Profile – Building a better city – Nara Peace Park landscaping	90	-90	0	0	0
Revised Funding Profile – Building a better city – New bus depot at Woden	-4,000	-6,000	10,000	0	0
Revised Funding Profile – Building a better city – Rehabilitating landfill sites	2,914	1,000	-3,564	-350	0
Revised Funding Profile – Building a better city – Revitalising local town centres	-1,700	1,700	0	0	0
Revised Funding Profile – Building a better city – Upgrading stormwater infrastructure on Flemington Road	-100	100	0	0	0
Revised Funding Profile – Light Rail – Stage 1 – Procurement and Delivery	-5,600	5,600	0	0	0
Revised Funding Profile – Light Rail Stage 1 – PPP Territory retained risk	-45,405	45,405	0	0	0
Revised Funding Profile – More schools, better schools – Safer walking and cycling around schools	-450	450	0	0	0
Revised Funding Profile – Narrabundah Ballpark Upgrade – Best little ballpark in Australia	-2,506	2,506	0	0	0
Revised Funding Profile – Real Time Passenger Information System	-2,250	2,250	0	0	0
Revised Funding Profile – Transport for Canberra – Business system upgrade	-650	650	0	0	0
Revised Indexation Parameters	0	0	0	0	556
Revised Wage Parameters	0	324	0	0	0
Revised Wage Parameters – ACTION	0	323	0	0	0
Section 14 Transfer of Appropriations – Transport for Canberra – Majura Parkway	2,130	0	0	0	0
Transfer from Controlled Recurrent Payments – Commonwealth Grant – Investment Road Component	1,500	0	0	0	0
Transfer to Controlled Recurrent Payments – Building a better city – Lakeside arterial concept design	-1,336	0	0	0	0
Transfer to Controlled Recurrent Payments – Light Rail Stage 2 – City to Woden – Design and procurement	-3,267	0	0	0	0

**Table 17: Changes to appropriation – Capital Injections, Controlled (continued)**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Transfer – Commonwealth Grants – Bridges Renewal Program	293	0	0	0	0
Transfer – Commonwealth Grants – Roads to Recovery	1,534	0	0	0	0
Transfer – Building a better city – Canberra Brickworks – Access road and Dudley Street upgrade – Environmental approvals and additional design – from CMTEDD	0	6,400	1,000	0	0
Transfer – Better Roads for Gungahlin – Enhanced Town Centre road network – from CMTEDD	0	25	0	0	0
Transfer – Better Roads for Gungahlin – Gungahlin town centre road network improvements – from CMTEDD	0	2,500	1,312	0	0
Transfer – Better Roads for Gungahlin – Horse Park Drive duplication – from CMTEDD	0	377	0	0	0
Transfer – Caring for our Environment – Lake Tuggeranong Water Quality Improvement – Stage 2 – from CMTEDD	0	4,600	1,764	0	0
Transfer – Cravens Creek Water Quality Control Pond – from CMTEDD	0	100	0	0	0
Transfer – Improving Our Suburbs – New Molonglo Valley Infrastructure – from CMTEDD	0	12,600	14,681	0	0
Transfer – Keeping our growing city moving – Canberra Brickworks Precinct – environmental offsets – from CMTEDD	0	1,500	0	0	0
Transfer – Better roads for Gungahlin – Gungahlin Town Centre road network improvements (Ernest Cavanagh Street extension) – supplementary funding – from CMTEDD	0	117	0	0	0
Transfer – Molonglo 2 – Water Quality Control Ponds, Sewers and Cyclepath (Design) – from CMTEDD	0	709	0	0	0
Transfer – Urban Renewal Program – Molonglo 3 infrastructure – from CMTEDD	0	1,151	0	0	0
Savings – Better Infrastructure Fund	0	-263	0	0	0
<b>2018-19 Budget</b>	<b>172,435</b>	<b>694,506</b>	<b>168,275</b>	<b>83,543</b>	<b>75,301</b>

## Summary of 2018-19 Infrastructure Program

**Table 18: 2018-19 Transport Canberra and City Services Directorate Infrastructure Program**

Project	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	Four Year Investment \$'000	Physical Completion Date
<b>CAPITAL WORKS PROGRAM</b>						
<b>Work In Progress</b>						
Better Roads for Belconnen – Aikman Drive duplication	1,500	0	0	0	<b>1,500</b>	Jun-19
Better Roads for Canberra – Stronger bridges to transport freight	2,000	0	0	0	<b>2,000</b>	Jun-19
Better Roads for Gungahlin – Enhanced Town Centre road network	25	0	0	0	<b>25</b>	Jun-19
Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1	4,000	0	0	0	<b>4,000</b>	Jun-18
Better Roads for Gungahlin – Gungahlin town centre road network improvements	2,500	1,312	0	0	<b>3,812</b>	Jun-19
Better Roads for Gungahlin – Horse Park Drive duplication	377	0	0	0	<b>377</b>	Jun-18
Better Roads for Gungahlin – Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	18,910	20,000	0	0	<b>38,910</b>	Jun-20
Better services in your community – Essential Waste Management Infrastructure	5,922	12,276	2,023	0	<b>20,221</b>	Jun-21
Better services in your community – Expanding the Domestic Animal Shelter	400	0	0	0	<b>400</b>	Jun-19
Better services in your community – Faster bus travel	900	500	0	0	<b>1,400</b>	Jun-20
Building a better city – Active Travel – Footpath and cycleway upgrades	0	1,000	1,000	0	<b>2,000</b>	Jun-21
Building a better city – Canberra Brickworks – Access road and Dudley Street upgrade – Environmental approvals and additional design	6,400	1,000	0	0	<b>7,400</b>	Jun-20
Building a better city – Federal Highway and Old Wells Station Road Intersection upgrade	1,000	0	0	0	<b>1,000</b>	Jun-19
Building a better city – Improving Tharwa Village fire fighting water supply	1,177	0	0	0	<b>1,177</b>	Jun-19
Building a better city – Monaro Highway upgrade early planning	500	500	0	0	<b>1,000</b>	Jun-20
Building a better city – Nara Peace Park landscaping	58	0	0	0	<b>58</b>	Jun-19
Building a better city – New Bus Depot at Woden	15,000	10,000	0	0	<b>25,000</b>	Jun-19
Building a better city – Pialligo Avenue duplication early planning	1,000	1,000	0	0	<b>2,000</b>	Jun-20
Building a better city – Rehabilitating landfill sites	6,494	13,863	7,972	0	<b>28,329</b>	Jun-21
Building a better city – Upgrading stormwater infrastructure on Flemington Road	950	0	0	0	<b>950</b>	Jun-19

**Table 18: 2018-19 Transport Canberra and City Services Directorate Infrastructure Program (continued)**

Project	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	Four Year Investment \$'000	Physical Completion Date
Caring for our Environment – Lake Tuggeranong Water Quality Improvement – Stage 2	4,600	1,764	0	0	<b>6,364</b>	Jun-20
Cravens Creek Water Quality Control Pond	100	0	0	0	<b>100</b>	Jun-19
Gundaroo Drive Duplication – Stage 2	14,000	15,000	0	0	<b>29,000</b>	Jun-20
Improving Our Suburbs – New Molonglo Valley Infrastructure	12,600	14,681	0	0	<b>27,281</b>	Jun-20
Light Rail – Stage 1– PPP Territory Retained Risk	85,405	0	0	0	<b>85,405</b>	Jun-19
Light Rail – Stage 1 – Procurement and delivery 2	14,677	0	0	0	<b>14,677</b>	Jun-19
Molonglo 2 – Water Quality Control Ponds, Sewers and Cyclepath (Design)	709	0	0	0	<b>709</b>	Jun-19
More services for our suburbs – Restoring Boomanulla Oval	770	0	0	0	<b>770</b>	Jun-19
Narrabundah Ballpark Upgrade – Best little ballpark in Australia	3,506	0	0	0	<b>3,506</b>	Jun-19
Urban Renewal Program – Molonglo 3 infrastructure	1,151	0	0	0	<b>1,151</b>	Jun-19
<b>Information and Communication Technology (ICT)</b>						
Better Services – Improved asset management	1,000	205	0	0	<b>1,205</b>	Dec-19
Better Services – Improving libraries – self service check out and improved access	1,800	0	0	0	<b>1,800</b>	Jun-19
Better services in your community – Integrated bus and light rail ticketing	1,690	0	0	0	<b>1,690</b>	Jun-19
Transport for Canberra – Business system upgrade	650	0	0	0	<b>650</b>	Jun-19
Transport for Canberra – Real Time Passenger Information System	2,250	0	0	0	<b>2,250</b>	Jun-19
<b>Property, Plant and Equipment (PPE)</b>						
Enhancement of library collections	2,063	2,063	2,063	2,063	<b>8,252</b>	Jun-22
Future Bus Network	37,930	0	0	0	<b>37,930</b>	Jun-19
Green Waste Rollout	2,049	2,007	3,646	0	<b>7,702</b>	Jun-21
<b>Total Work In Progress</b>	<b>256,063</b>	<b>97,171</b>	<b>16,704</b>	<b>2,063</b>	<b>372,001</b>	

**Table 18: 2018-19 Transport Canberra and City Services Directorate Infrastructure Program (continued)**

Project	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	Four Year Investment \$'000	Physical Completion Date
<b>New Work</b>						
Keeping our growing city moving – Better infrastructure for the Rapid Transport Network	1,050	0	0	0	<b>1,050</b>	Jun-19
Keeping our growing city moving – Better infrastructure for active travel	7,200	11,950	2,000	500	<b>21,650</b>	Jun-22
Keeping our growing city moving – Bridge Renewal Program	750	0	0	0	<b>750</b>	Jun-19
Keeping our growing city moving – Canberra Brickworks Precinct – environmental offsets	1,500	0	0	0	<b>1,500</b>	Jun-19
Keeping our growing city moving – Ernest Cavanagh Street extension	117	0	0	0	<b>117</b>	Jun-19
Keeping our growing city moving – John Gorton Drive and Molonglo River Bridge Crossing – early design	1,250	0	0	0	<b>1,250</b>	Jun-19
Keeping our growing city moving – Monaro Highway upgrade	2,000	0	0	0	<b>2,000</b>	Jun-19
Keeping our growing city moving – Pavement upgrades	350	0	0	0	<b>350</b>	Jun-19
Keeping our growing city moving – Safer intersections	3,248	4,872	0	0	<b>8,120</b>	Jun-20
Keeping our growing city moving – William Slim Drive duplication	250	0	0	0	<b>250</b>	Jun-19
More jobs for our growing city – Better town centres	750	3,500	500	0	<b>4,750</b>	Jun-21
More jobs for our growing city – Micro parks	90	0	0	0	<b>90</b>	Jun-19
More jobs for our growing city – Renewing Higgins Neighbourhood Oval	600	650	0	0	<b>1,250</b>	Jun-20
More services for our suburbs – Nicholls Neighbourhood Oval upgrade	50	1,550	0	0	<b>1,600</b>	Jun-20
More services for our suburbs – Parkwood estate rehabilitation	3,453	1,500	0	0	<b>4,953</b>	Jun-20
More services for our suburbs – Restoring Boomanulla Oval	770	0	0	0	<b>770</b>	Jun-19
More services for our suburbs – Stormwater infrastructure improvements	3,000	0	0	0	<b>3,000</b>	Jun-19
<b>Information and Communication Technology (ICT)</b>						
Better Government – Improving customer services delivery	460	0	0	0	<b>460</b>	Jun-19
More services for our suburbs – Better waste management	400	820	420	0	<b>1,640</b>	Jun-21
<b>Property, Plant and Equipment (PPE)</b>						
More support for families and the vulnerable – Keeping Canberrans safe in public places	0	200	200	100	<b>500</b>	Jun-22
More services for our suburbs – More trees	26	26	28	0	<b>80</b>	Jun-21
More services for our suburbs – Servicing new suburbs	461	0	0	0	<b>461</b>	Jun-19
<b>Total New Capital</b>	<b>27,775</b>	<b>25,068</b>	<b>3,148</b>	<b>600</b>	<b>56,591</b>	

**Table 18: 2018-19 Transport Canberra and City Services Directorate Infrastructure Program (continued)**

Project	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	Four Year Investment \$'000	Physical Completion Date
<b>CAPITAL WORKS PROGRAM</b>						
<b>Better Infrastructure Fund</b>						
Safer walking and cycling around schools	525	0	0	0	525	Jun-19
Footpath and cycleway upgrades	1,000	0	0	0	1,000	Jun-19
Bus major component overhauls including driver and passenger seat refurbishment	800	0	0	0	800	Jun-19
Transport Canberra infrastructure and Bus Depot upgrades	792	0	0	0	792	Jun-19
Gundaroo Drive Duplication – Stage 2	2,800	0	0	0	2,800	Jun-19
Disability Discrimination Act (DDA) compliant bus stops	500	0	0	0	500	Jun-19
Relocation of streetlight control panels	500	0	0	0	500	Jun-19
Streetlights Energy Performance Contract	2,005	0	0	0	2,005	Jun-19
Traffic signals controllers replacement	500	0	0	0	500	Jun-19
Retaining walls and structures	500	0	0	0	500	Jun-19
Bridge components rehabilitation program	500	0	0	0	500	Jun-19
Upgrade of vehicle safety barriers and pedestrian screens on bridges program	250	0	0	0	250	Jun-19
Urban stormwater upgrade program	500	0	0	0	500	Jun-19
Upgrade physical safety of Directorate sites	300	0	0	0	300	Jun-19
Dam safety code	700	0	0	0	700	Jun-19
Upgrade security at City Presentation maintenance depots	100	0	0	0	100	Jun-19
Playground safety and compliance program	300	0	0	0	300	Jun-19
Community and neighbourhood priorities	1,900	0	0	0	1,900	Jun-19
Revitalising local town centres	4,000	0	0	0	4,000	Jun-19
Revitalising Woden Library	573	0	0	0	573	Jun-19
Sportsground Facility Improvement program	1,307	0	0	0	1,307	Jun-19
Water demand management	540	0	0	0	540	Jun-19
<b>Sub Total</b>	<b>20,892</b>					
Revised Funding Profile – Safer walking and cycling around schools	450	0	0	0	450	Jun-19
Revised Funding Profile – Footpath and cycleway upgrades	50	0	0	0	50	Jun-19
Revised Funding Profile – Revitalising local town centres	1,700	0	0	0	1,700	Jun-19
<b>Total Better Infrastructure Fund</b>	<b>23,092</b>				<b>23,092</b>	

# Financial Statements

**Table 19: Transport Canberra and City Services Directorate: Operating Statement**

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
334,866	Controlled Recurrent Payments	338,316	390,745	15	387,172	408,472	420,834
5,005	Taxes, Fees and Fines	7,186	6,885	-4	7,057	7,074	7,253
29,751	User Charges	22,752	23,936	5	25,189	26,471	25,060
875	Resources Received Free of Charge	875	897	3	919	951	980
977	Other Revenue	11,021	18,918	72	3,656	3,372	3,401
<b>371,474</b>	<b>Total Revenue</b>	<b>380,150</b>	<b>441,381</b>	<b>16</b>	<b>423,993</b>	<b>446,340</b>	<b>457,528</b>
<b>Gains</b>							
83,655	Other Gains	81,154	86,373	6	106,416	118,592	153,661
<b>83,655</b>	<b>Total Gains</b>	<b>81,154</b>	<b>86,373</b>	<b>6</b>	<b>106,416</b>	<b>118,592</b>	<b>153,661</b>
<b>455,129</b>	<b>Total Income</b>	<b>461,304</b>	<b>527,754</b>	<b>14</b>	<b>530,409</b>	<b>564,932</b>	<b>611,189</b>
<b>Expenses</b>							
71,748	Employee Expenses	76,777	82,185	7	79,742	80,479	81,901
12,232	Superannuation Expenses	12,338	13,890	13	14,027	14,407	14,492
181,883	Supplies and Services	186,068	216,999	17	193,630	202,400	209,311
158,040	Depreciation and Amortisation	183,653	195,469	6	195,732	197,975	196,825
104,978	Grants and Purchased Services	104,544	112,050	7	116,837	129,944	133,341
827	Cost of Goods Sold	1,027	1,054	3	1,164	1,189	1,227
8	Borrowing Costs	8	15,924	#	18,901	18,275	17,664
264	Other Expenses	426	264	-38	265	265	265
<b>529,980</b>	<b>Total Expenses</b>	<b>564,841</b>	<b>637,835</b>	<b>13</b>	<b>620,298</b>	<b>644,934</b>	<b>655,026</b>
<b>-74,851</b>	<b>Operating Result</b>	<b>-103,537</b>	<b>-110,081</b>	<b>-6</b>	<b>-89,889</b>	<b>-80,002</b>	<b>-43,837</b>

**Table 19: Transport Canberra and City Services Directorate: Operating Statement (continued)**

<b>2017-18 Budget</b>	<b>2017-18 Estimated Outcome</b>	<b>2018-19 Budget</b>	<b>Var %</b>	<b>2019-20 Estimate</b>	<b>2020-21 Estimate</b>	<b>2021-22 Estimate</b>	
<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	
<b>Other Comprehensive Income</b>							
<i>Items that will not be Reclassified Subsequently to Profit or Loss</i>							
261,301	Increase/(Decrease) in Asset Revaluation Surplus	171,278	48,519	-72	6,804	71,996	-50,467
<b>261,301</b>	<b>Total Other Comprehensive Income</b>	<b>171,278</b>	<b>48,519</b>	<b>-72</b>	<b>6,804</b>	<b>71,996</b>	<b>-50,467</b>
<b>186,450</b>	<b>Total Comprehensive Income</b>	<b>67,741</b>	<b>-61,562</b>	<b>-191</b>	<b>-83,085</b>	<b>-8,006</b>	<b>-94,304</b>

**Table 20: Transport Canberra and City Services Directorate: Balance Sheet**

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
<b>Current Assets</b>							
13,046	Cash and Cash Equivalents	17,578	18,276	4	18,385	18,494	18,603
8,156	Receivables	9,383	9,405	..	9,427	9,449	9,471
836	Inventories	2,625	2,661	1	2,697	2,733	2,769
344	Other Assets	700	710	1	720	730	740
<b>22,382</b>	<b>Total Current Assets</b>	<b>30,286</b>	<b>31,052</b>	<b>3</b>	<b>31,229</b>	<b>31,406</b>	<b>31,583</b>
<b>Non Current Assets</b>							
9,582,471	Property, Plant and Equipment	9,526,986	10,396,937	9	10,457,052	10,505,240	10,456,587
4,869	Intangible Assets	8,125	11,695	44	9,550	6,701	3,852
233,909	Capital Works in Progress	88,397	254,120	187	264,688	287,654	312,365
<b>9,821,249</b>	<b>Total Non Current Assets</b>	<b>9,623,508</b>	<b>10,662,752</b>	<b>11</b>	<b>10,731,290</b>	<b>10,799,595</b>	<b>10,772,804</b>
<b>9,843,631</b>	<b>TOTAL ASSETS</b>	<b>9,653,794</b>	<b>10,693,804</b>	<b>11</b>	<b>10,762,519</b>	<b>10,831,001</b>	<b>10,804,387</b>
<b>Current Liabilities</b>							
35,518	Payables	35,794	36,682	2	37,570	38,458	39,346
0	Interest-Bearing Liabilities	30	30	-	30	30	30
117	Finance Leases	26	0	-100	0	0	0
26,540	Employee Benefits	25,100	26,842	7	28,958	31,122	33,343
3,367	Other Provisions	2,895	2,895	-	2,895	2,895	2,895
1,484	Other Liabilities	1,210	1,246	3	1,282	1,318	1,354
<b>67,026</b>	<b>Total Current Liabilities</b>	<b>65,055</b>	<b>67,695</b>	<b>4</b>	<b>70,735</b>	<b>73,823</b>	<b>76,968</b>
<b>Non Current Liabilities</b>							
0	Interest-Bearing Liabilities	270	240	-11	0	0	0
0	Finance Leases	0	330,029	#	320,593	310,291	299,379
1,457	Employee Benefits	1,399	1,560	12	1,719	1,876	2,030
23,212	Other Provisions	25,403	25,403	-	25,403	25,403	25,403
15	Other Liabilities	0	0	-	0	0	0
<b>24,684</b>	<b>Total Non Current Liabilities</b>	<b>27,072</b>	<b>357,232</b>	<b>#</b>	<b>347,715</b>	<b>337,570</b>	<b>326,812</b>
<b>91,710</b>	<b>TOTAL LIABILITIES</b>	<b>92,127</b>	<b>424,927</b>	<b>361</b>	<b>418,450</b>	<b>411,393</b>	<b>403,780</b>
<b>9,751,921</b>	<b>NET ASSETS</b>	<b>9,561,667</b>	<b>10,268,877</b>	<b>7</b>	<b>10,344,069</b>	<b>10,419,608</b>	<b>10,400,607</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
5,890,235	Accumulated Funds	5,754,726	6,413,417	11	6,481,805	6,485,348	6,516,814
3,861,686	Asset Revaluation Surplus	3,806,941	3,855,460	1	3,862,264	3,934,260	3,883,793
<b>9,751,921</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>9,561,667</b>	<b>10,268,877</b>	<b>7</b>	<b>10,344,069</b>	<b>10,419,608</b>	<b>10,400,607</b>

**Table 21: Transport Canberra and City Services Directorate: Statement of Changes in Equity**

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
	<b>Opening Equity</b>						
5,638,294	Opening Accumulated Funds	5,587,863	5,754,726	3	6,413,417	6,481,805	6,485,348
3,600,385	Opening Asset Revaluation Reserve	3,635,663	3,806,941	5	3,855,460	3,862,264	3,934,260
<b>9,238,679</b>	<b>Balance at the Start of the Reporting Period</b>	<b>9,223,526</b>	<b>9,561,667</b>	<b>4</b>	<b>10,268,877</b>	<b>10,344,069</b>	<b>10,419,608</b>
	<b>Comprehensive Income</b>						
-74,851	Operating Result - Including Economic Flows	-103,537	-110,081	-6	-89,889	-80,002	-43,837
261,301	Inc/Dec in Asset Revaluation Reserve Surpluses	171,278	48,519	-72	6,804	71,996	-50,467
<b>186,450</b>	<b>Total Comprehensive Income</b>	<b>67,741</b>	<b>-61,562</b>	<b>-191</b>	<b>-83,085</b>	<b>-8,006</b>	<b>-94,304</b>
<b>0</b>	<b>Total Movement in Reserves</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transactions Involving Owners Affecting Accumulated Funds</b>						
216,365	Capital Injections	159,973	641,253	301	158,275	83,543	75,301
110,427	Inc/Dec in Net Assets due to Admin Restructure	110,427	127,519	15	2	2	2
<b>326,792</b>	<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>270,400</b>	<b>768,772</b>	<b>184</b>	<b>158,277</b>	<b>83,545</b>	<b>75,303</b>
	<b>Closing Equity</b>						
5,890,235	Closing Accumulated Funds	5,754,726	6,413,417	11	6,481,805	6,485,348	6,516,814
3,861,686	Closing Asset Revaluation Reserve	3,806,941	3,855,460	1	3,862,264	3,934,260	3,883,793
<b>9,751,921</b>	<b>Balance at the end of the Reporting Period</b>	<b>9,561,667</b>	<b>10,268,877</b>	<b>7</b>	<b>10,344,069</b>	<b>10,419,608</b>	<b>10,400,607</b>

**Table 22: Transport Canberra and City Services Directorate: Cash Flow Statement**

<b>2017-18 Budget</b>		<b>2017-18 Estimated Outcome \$'000</b>	<b>2018-19 Budget \$'000</b>	<b>Var %</b>	<b>2019-20 Estimate \$'000</b>	<b>2020-21 Estimate \$'000</b>	<b>2021-22 Estimate \$'000</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
230,435	Controlled Recurrent Payments	234,319	279,264	19	270,933	279,136	288,115
104,431	Payment for Community Service Obligations	103,997	111,481	7	116,239	129,336	132,719
5,314	Taxes, Fees and Fines	7,495	7,206	-4	7,378	7,395	7,574
29,308	User Charges	22,309	23,463	5	24,739	26,086	24,675
25,382	Other	35,426	43,279	22	28,025	27,708	27,737
<b>394,870</b>	<b>Operating Receipts</b>	<b>403,546</b>	<b>464,693</b>	<b>15</b>	<b>447,314</b>	<b>469,661</b>	<b>480,820</b>
<b>Payments</b>							
70,378	Employee	74,787	80,782	8	77,944	78,635	80,003
12,229	Superannuation	12,291	13,887	13	14,023	14,403	14,488
181,411	Supplies and Services	185,636	216,273	17	192,935	201,705	208,587
104,978	Grants and Purchased Services	104,544	112,050	7	116,837	129,944	133,341
8	Borrowing Costs	8	14,847	#	18,901	18,275	17,664
978	Related to Cost of Goods Sold	1,178	1,205	2	1,315	1,340	1,378
23,931	Other	23,931	23,922	..	23,923	23,923	23,923
<b>393,913</b>	<b>Operating Payments</b>	<b>402,375</b>	<b>462,966</b>	<b>15</b>	<b>445,878</b>	<b>468,225</b>	<b>479,384</b>
<b>957</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>1,171</b>	<b>1,727</b>	<b>47</b>	<b>1,436</b>	<b>1,436</b>	<b>1,436</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
<b>Payments</b>							
217,662	Purchase of Property, Plant and Equipment	161,484	642,226	298	159,572	84,840	76,598
21,870	Capital Payments to ACT Government Agencies	12,462	53,253	327	10,000	0	0
<b>239,532</b>	<b>Investing Payments</b>	<b>173,946</b>	<b>695,479</b>	<b>300</b>	<b>169,572</b>	<b>84,840</b>	<b>76,598</b>
<b>-239,532</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-173,946</b>	<b>-695,479</b>	<b>-300</b>	<b>-169,572</b>	<b>-84,840</b>	<b>-76,598</b>

**Table 22: Transport Canberra and City Services Directorate: Cash Flow Statement (continued)**

<b>2017-18 Budget</b>		<b>2017-18 Estimated Outcome \$'000</b>	<b>2018-19 Budget \$'000</b>	<b>Var %</b>	<b>2019-20 Estimate \$'000</b>	<b>2020-21 Estimate \$'000</b>	<b>2021-22 Estimate \$'000</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
238,235	Capital Injections	172,435	694,506	303	168,275	83,543	75,301
0	Proceeds from Borrowings	300	0	-100	0	0	0
<b>238,235</b>	<b>Financing Receipts</b>	<b>172,735</b>	<b>694,506</b>	<b>302</b>	<b>168,275</b>	<b>83,543</b>	<b>75,301</b>
<b>Payments</b>							
0	Repayment of Borrowings	0	30	#	30	30	30
102	Repayment of Finance Lease Liabilities	102	26	-75	0	0	0
<b>102</b>	<b>Financing Payments</b>	<b>102</b>	<b>56</b>	<b>-45</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>238,133</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>172,633</b>	<b>694,450</b>	<b>302</b>	<b>168,245</b>	<b>83,513</b>	<b>75,271</b>
<b>-442</b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>-142</b>	<b>698</b>	<b>592</b>	<b>109</b>	<b>109</b>	<b>109</b>
<b>13,488</b>	<b>CASH AT THE BEGINNING OF REPORTING PERIOD</b>	<b>17,720</b>	<b>17,578</b>	<b>-1</b>	<b>18,276</b>	<b>18,385</b>	<b>18,494</b>
<b>13,046</b>	<b>CASH AT THE END OF REPORTING PERIOD</b>	<b>17,578</b>	<b>18,276</b>	<b>4</b>	<b>18,385</b>	<b>18,494</b>	<b>18,603</b>

## Notes to the Controlled Budget Statements

Significant variations are as follows:

### ***Operating Statement***

- controlled recurrent payments:
  - the increase of \$3.450 million in the 2017-18 estimated outcome from the original budget is mainly due to:
    - the transfer of capital funding to recurrent funding for Light Rail Stage 2 and Lakeside Arterial (\$4.603 million) made under section 14A of the *Financial Management Act (FMA) 1996*, rollover of funding from 2016-17 (\$1.532 million) and amendment to the 1 July 2017 transfer of Sportsgrounds Facilities Management from Chief Minister, Treasury and Economic Development Directorate (CMTEDD) (\$1.006 million);
    - partially offset by re-profiling of projects (\$1.671 million), the transfer of recurrent funding to capital funding for the Commonwealth funded portion of the Monaro Highway upgrade and Pialligo Avenue duplication initiatives (\$1.500 million) made under section 14B of FMA 1996 and a reduction in Workers' Compensation Insurance Premiums (\$0.279 million).
  - the increase of \$52.429 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to:
    - Light Rail Stage 1 Public Private Partnerships availability payments and interest (\$37.138 million), new initiatives (\$26.097 million), re-profiling of projects (\$3.642 million), the estimated impact of the in-principle agreement to Enterprise Bargaining Agreements (\$1.825 million), 1 July 2017 transfer of funding for the Transport Planning Program function from Environment, Planning and Sustainable Development Directorate (EPSDD) (\$0.584 million) and the transfer of Infrastructure Delivery function from CMTEDD (\$0.291 million);
    - partially offset by the completion of prior year initiatives (\$14.769 million) and rollover of funding from 2016-17 (\$1.532 million).
- taxes, fees and fines:
  - the increase of \$2.181 million in the 2017-18 estimated outcome from the original budget is mainly due to increased revenue from licenses and permits for the use of unleased land (\$1 million), higher waste disposal from domestic loads (\$0.431 million) and revised indexation parameters.
- user charges:
  - the decrease of \$6.999 million in the 2017-18 estimated outcome from the original budget is mainly due to reduced timber sales that were transferred with the Parks and Conservation function to EPSDD (\$2.963 million) and a decrease in revenue relating to an overstatement of the prior year budget.

- the increase of \$1.184 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to a realignment of sales revenue to the estimated outcome and revised indexation parameters.
- other revenue:
  - the increase of \$10.044 million in the 2017-18 estimated outcome from the original budget is mainly due to ACT NoWaste Asbestos Scheme fees (\$6.687 million), unbudgeted acceptance fees for Contaminated Waste (\$2.570 million), and the revenue recoveries from EPSDD for building parking spaces (\$0.214 million).
  - the increase of \$7.897 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to ACT NoWaste Asbestos Scheme fees.
- other gains:
  - the fluctuations between 2016-17, 2017-18 and the out years reflect the anticipated transfer of infrastructure assets from the Suburban Land Agency and private developers associated with land development.
- employee expenses:
  - the increase of \$5.029 million in the 2017-18 estimated outcome from the original budget is mainly due to a realignment of annual leave expenses and Workers' Compensation Insurance Premiums to expected outcome (\$3.604 million) and the recognition of employee expenses relating to in-principle agreement to Enterprise Bargaining Agreements (\$0.581 million), expected prior to 30 June 2018. As the Directorate would therefore have a constructive obligation to meet these payments at 30 June 2018, these expenses have been accrued in 2017-18. The accrual has a negative impact on the Directorate's 2017-18 operating result, with cash payments to employees to occur in 2018-19 and partially funded by capital injection appropriation in 2018-19. The other variances mainly relate to the transfer of Transport Planning employees from EPSDD (\$0.455 million) and increased operational activity associated with ACT NoWaste Asbestos Scheme (\$0.430 million).
  - the increase of \$5.408 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to realignment of employee expenses and supplies and services (\$4.169 million), new initiatives (\$2.415 million), the additional movement associated with the recognition of employee expenses relating to in-principle agreement to Enterprise Bargaining Agreements (\$0.577 million) and the transfer of Infrastructure Delivery function from CMTEDD (\$0.226 million), partially offset by the completion of prior year initiatives (\$2.122 million).
- superannuation expenses:
  - the increase of \$1.552 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to superannuation adjustments (\$0.884 million), the realignment of employee expenses and supplies and services (\$0.391 million), the increased superannuation expenses relating to in-principle agreement to Enterprise Bargaining Agreements (\$0.212 million) and new initiatives (\$0.193 million).

- supplies and services:
  - the increase of \$4.185 million in the 2017-18 estimated outcome from the original budget is mainly due to increased operational activity of ACT NoWaste Asbestos Scheme (\$6.563 million), the transfer of capital funding to recurrent funding for Light Rail Stage 2 and Lakeside Arterial (\$4.603 million), rollover of funding from 2016-17 (\$1.422 million), increased revenue from licenses and permits for the use of unleased land (\$1 million), partially offset by the realignment of supplies and services to expected outcome (\$9.622 million).
  - the increase of \$30.931 million in the 2018-19 Budget from the 2017-18 estimated outcome is due to new initiatives (\$22.157 million), Light Rail Stage 1 Public Private Partnerships availability payment (\$21.215 million) and the transfer of capital funding to recurrent funding for Light Rail Stage 2 and Lakeside Arterial (\$4.603 million), partially offset by the completion of prior year initiatives (\$13.862 million) and the realignment of employee expenses and supplies and services (\$4.468 million).
- depreciation and amortisation:
  - the increase of \$25.613 million in the 2017-18 estimated outcome from the original budget is mainly due to a technical adjustment for depreciation expense for the unbudgeted impact of asset revaluations and unbudgeted depreciation expense associated with gifted assets.
  - the increase of \$11.816 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the depreciation expense associated with Light Rail Stage 1 project.
- grants and purchased services:
  - the increase of \$7.506 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to increased funding associated with rapid bus network (\$4.934 million), new initiatives (\$1.709 million), the estimated impact of in-principle agreement to Enterprise Bargaining Agreements for Transport Canberra Buses (ACTION) (\$0.920 million) and the re-profiling for the electric bus trial (\$0.842 million), partially offset by the completion of prior year initiatives (\$1.074 million).
- borrowing costs:
  - the increase of \$15.916 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to Light Rail Stage 1 Public Private Partnerships interest.

## **Balance Sheet**

- cash and cash equivalents:
  - the increase of \$4.532 million in the 2017-18 estimated outcome from the original budget is mainly due to the flow-on effect of the 2016-17 financial results.
- receivables:
  - the increase of \$1.227 million in the 2017-18 estimated outcome from the original budget is mainly due to the flow-on effect of the 2016-17 financial results.
- Inventories:
  - the increase of \$1.789 million in the 2017-18 estimated outcome from the original budget is mainly due to streetlight materials purchased by Roads ACT.
- property, plant and equipment:
  - the increase of \$869.951 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to Light Rail Stage 1 Public Private Partnerships infrastructure assets.
- intangible assets:
  - the increase of \$3.256 million in the 2017-18 estimated outcome from the original budget is mainly due to the anticipated completion of Transport Canberra business system upgrade and the flow-on effect of the 2016-17 financial results.
  - the increase of \$3.570 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the anticipated capitalisation of the Integrated Library Management System.
- capital works in progress:
  - the decrease of \$145.512 million in the 2017-18 estimated outcome from the original budget is mainly due to re-profiling of capital works projects and the flow-on effect of the 2016-17 financial results.
  - the increase of \$165.723 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the transfer of Infrastructure Delivery function from CMTEDD, new initiatives and re-profiling of capital works projects.
- current and non-current finance leases:
  - the increase of \$330.003 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to Light Rail Stage 1 Public Private Partnerships liabilities.
- current and non-current employee benefits:
  - the decrease of \$1.498 million in the 2017-18 estimated outcome from the original budget is mainly due to the flow-on effect of the 2016-17 financial results, partially

offset by the estimated impact of in-principle agreement to Enterprise Bargaining Agreements (\$0.581 million).

- the increase of \$1.903 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the flow-on effect of the 2016-17 financial results and new initiatives.
- current and non-current other provisions:
  - the increase of \$1.719 million in the 2017-18 estimated outcome from the original budget is mainly due to the flow-on effect of the 2016-17 financial results.

### ***Statement of Changes in Equity***

- capital injections:
  - the decrease of \$56.392 million in the 2017-18 estimated outcome from the original budget is mainly due to the re-profiling of capital initiatives.
  - the increase of \$481.280 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to capital funding for Light Rail Stage 1 (\$340.858 million), new and transferred capital initiatives and re-profiling of existing capital initiatives.

### ***Cash Flow Statement***

Variations in the Statement are explained in the notes above.

## Financial Statements – Territorial

**Table 23: Transport Canberra and City Services Directorate: Statement of Income and Expenses on behalf of the Territory**

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
	<b>Revenue</b>						
17,981	Taxes, Fees and Fines	17,981	18,953	5	19,570	20,404	21,068
<b>17,981</b>	<b>Total Revenue</b>	<b>17,981</b>	<b>18,953</b>	<b>5</b>	<b>19,570</b>	<b>20,404</b>	<b>21,068</b>
<b>17,981</b>	<b>Total Income</b>	<b>17,981</b>	<b>18,953</b>	<b>5</b>	<b>19,570</b>	<b>20,404</b>	<b>21,068</b>
	<b>Expenses</b>						
17,981	Transfer Expenses	17,981	18,953	5	19,570	20,404	21,068
<b>17,981</b>	<b>Total Expenses</b>	<b>17,981</b>	<b>18,953</b>	<b>5</b>	<b>19,570</b>	<b>20,404</b>	<b>21,068</b>
<b>0</b>	<b>Operating Result</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>Total Comprehensive Income</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 24: Transport Canberra and City Services Directorate: Statement of Assets and Liabilities on behalf of the Territory**

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
<b>Current Assets</b>							
18	Cash and Cash Equivalents	0	0	-	0	0	0
1,907	Receivables	1,765	1,765	-	1,765	1,765	1,765
<b>1,925</b>	<b>Total Current Assets</b>	<b>1,765</b>	<b>1,765</b>	<b>-</b>	<b>1,765</b>	<b>1,765</b>	<b>1,765</b>
<b>1,925</b>	<b>TOTAL ASSETS</b>	<b>1,765</b>	<b>1,765</b>	<b>-</b>	<b>1,765</b>	<b>1,765</b>	<b>1,765</b>
<b>Current Liabilities</b>							
1,925	Payables	142	142	-	142	142	142
0	Other Liabilities	1,623	1,623	-	1,623	1,623	1,623
<b>1,925</b>	<b>Total Current Liabilities</b>	<b>1,765</b>	<b>1,765</b>	<b>-</b>	<b>1,765</b>	<b>1,765</b>	<b>1,765</b>
<b>1,925</b>	<b>TOTAL LIABILITIES</b>	<b>1,765</b>	<b>1,765</b>	<b>-</b>	<b>1,765</b>	<b>1,765</b>	<b>1,765</b>
<b>0</b>	<b>NET ASSETS</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
<b>0</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 25: Transport Canberra and City Services Directorate: Statement of Changes in Equity on behalf of the Territory**

Budget at 30/6/18 \$'000	2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
<b>Opening Equity</b>						
0	0	0	-	0	0	0
<b>Balance at the Start of the Reporting Period</b>						
<b>Comprehensive Income</b>						
0	0	0	-	0	0	0
<b>Total Comprehensive Income</b>						
0	0	0	-	0	0	0
<b>Total Movement in Reserves</b>						
<b>Transactions Involving Owners Affecting Accumulated Funds</b>						
0	0	0	-	0	0	0
<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>						
<b>Closing Equity</b>						
0	0	0	-	0	0	0
<b>Balance at the end of the Reporting Period</b>						

**Table 26: Transport Canberra and City Services Directorate: Cash Flow Statement on behalf of the Territory**

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget	Var %	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
17,981	Taxes, Fees and Fines	17,982	18,953	5	19,570	20,404	21,068
1,885	Other	1,885	1,955	4	2,023	2,023	2,023
<b>19,866</b>	<b>Operating Receipts</b>	<b>19,866</b>	<b>20,908</b>	<b>5</b>	<b>21,593</b>	<b>22,427</b>	<b>23,091</b>
<b>Payments</b>							
17,981	Transfer of Territory Receipts to the ACT Government	17,981	18,953	5	19,570	20,404	21,068
1,885	Other	1,885	1,955	4	2,023	2,023	2,023
<b>19,866</b>	<b>Operating Payments</b>	<b>19,866</b>	<b>20,908</b>	<b>5</b>	<b>21,593</b>	<b>22,427</b>	<b>23,091</b>
<b>0</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0</b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>18</b>	<b>CASH AT THE BEGINNING OF REPORTING PERIOD</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>18</b>	<b>CASH AT THE END OF REPORTING PERIOD</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>

## **Notes to the Territorial Budget Statements**

Significant variations are as follows:

### ***Statement of Income and Expenses on behalf of the Territory***

- taxes, fees and fines:
  - the increase in \$0.972m in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to scheduled fee increases.

### ***Statement of Assets and Liabilities on behalf of the Territory***

- payables:
  - the decrease of \$1.783 million in the 2017-18 estimated outcome from the original budget is mainly due to the flow-on effects of the 2016-17 audited financial results.

### ***Statement of Changes in Equity and Cash Flow Statement***

Variations in these statements are explained in the notes above.

**Table 27: Output Class 1: Transport Canberra Operating Statement**

<b>2017-18 Budget</b>		<b>2017-18 Estimated Outcome \$'000</b>	<b>2018-19 Budget \$'000</b>	<b>Var %</b>	<b>2019-20 Estimate \$'000</b>	<b>2020-21 Estimate \$'000</b>	<b>2021-22 Estimate \$'000</b>
<b>Revenue</b>							
143,281	Controlled Recurrent Payments	146,970	188,696	28	184,410	198,045	202,827
62	Taxes, Fees and Fines	62	60	-3	60	265	274
193	User Charges	193	164	-15	133	134	139
437	Resources Received Free of Charge	437	448	3	459	475	475
0	Other Revenue	573	0	-100	0	0	0
<b>143,973</b>	<b>Total Revenue</b>	<b>148,235</b>	<b>189,368</b>	<b>28</b>	<b>185,062</b>	<b>198,919</b>	<b>203,715</b>
<b>143,973</b>	<b>Total Income</b>	<b>148,235</b>	<b>189,368</b>	<b>28</b>	<b>185,062</b>	<b>198,919</b>	<b>203,715</b>
<b>Expenses</b>							
13,315	Employee Expenses	15,213	14,960	-2	12,757	13,751	14,086
1,960	Superannuation Expenses	2,016	2,128	6	1,997	2,150	2,180
25,413	Supplies and Services	28,294	47,001	66	37,187	38,099	39,459
2,043	Depreciation and Amortisation	1,789	15,519	767	20,781	19,768	19,858
104,140	Grants and Purchased Services	103,706	111,182	7	115,933	129,023	132,398
2	Borrowing Costs	2	15,923	#	18,901	18,275	17,664
<b>146,873</b>	<b>Total Ordinary Expenses</b>	<b>151,020</b>	<b>206,713</b>	<b>37</b>	<b>207,556</b>	<b>221,066</b>	<b>225,645</b>
<b>-2,900</b>	<b>Operating Result</b>	<b>-2,785</b>	<b>-17,345</b>	<b>-523</b>	<b>-22,494</b>	<b>-22,147</b>	<b>-21,930</b>

**Table 28: Output Class 2: City Services Operating Statement**

<b>2017-18 Budget</b>		<b>2017-18 Estimated Outcome \$'000</b>	<b>2018-19 Budget \$'000</b>	<b>Var %</b>	<b>2019-20 Estimate \$'000</b>	<b>2020-21 Estimate \$'000</b>	<b>2021-22 Estimate \$'000</b>
<b>Revenue</b>							
191,585	Controlled Recurrent Payments	191,346	202,049	6	202,762	210,427	218,007
4,943	Taxes, Fees and Fines	7,124	6,825	-4	6,997	6,809	6,979
29,558	User Charges	22,559	23,772	5	25,056	26,337	24,921
438	Resources Received Free of Charge	438	449	3	460	476	505
977	Other Revenue	10,448	18,918	81	3,656	3,372	3,401
<b>227,501</b>	<b>Total Revenue</b>	<b>231,915</b>	<b>252,013</b>	<b>9</b>	<b>238,931</b>	<b>247,421</b>	<b>253,813</b>
<b>Gains</b>							
83,655	Other Gains	81,154	86,373	6	106,416	118,592	153,661
<b>83,655</b>	<b>Total Gains</b>	<b>81,154</b>	<b>86,373</b>	<b>6</b>	<b>106,416</b>	<b>118,592</b>	<b>153,661</b>
<b>311,156</b>	<b>Total Income</b>	<b>313,069</b>	<b>338,386</b>	<b>8</b>	<b>345,347</b>	<b>366,013</b>	<b>407,474</b>
<b>Expenses</b>							
58,433	Employee Expenses	61,564	67,225	9	66,985	66,728	67,815
10,272	Superannuation Expenses	10,322	11,762	14	12,030	12,257	12,312
156,470	Supplies and Services	157,774	169,998	8	156,443	164,301	169,852
155,997	Depreciation and Amortisation	181,864	179,950	-1	174,951	178,207	176,967
838	Grants and Purchased Services	838	868	4	904	921	943
827	Cost of Goods Sold	1,027	1,054	3	1,164	1,189	1,227
6	Borrowing Costs	6	1	-83	0	0	0
264	Other Expenses	426	264	-38	265	265	265
<b>383,107</b>	<b>Total Ordinary Expenses</b>	<b>413,821</b>	<b>431,122</b>	<b>4</b>	<b>412,742</b>	<b>423,868</b>	<b>429,381</b>
<b>-71,951</b>	<b>Operating Result</b>	<b>-100,752</b>	<b>-92,736</b>	<b>8</b>	<b>-67,395</b>	<b>-57,855</b>	<b>-21,907</b>

# ACTION

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## Purpose

Transport Canberra Buses (ACTION) delivers bus services throughout the city. Transport Canberra Buses services are delivered in line with the ACT Government's vision to provide a convenient, efficient, affordable, reliable and integrated public transport system for the community. Public transport services managed or delivered by Transport Canberra Buses includes scheduled route bus services, school bus services, flexible bus services, special needs transport and management of the ACT rural school bus contract.

## 2018-19 Priorities

Strategic and operational priorities to be pursued in 2018-19 include:

- Providing bus services in a seven-day network that offer value for money, get you where you want, when you want and are easy to use;
- Delivering the whole rapid transport network to provide a connected, convenient network so that more Canberrans can leave their car at home;
- Improving customer experience through the procurement of modern, efficient, reliable and accessible buses;
- Consulting with the Canberra community to better understand opportunities to improve services and build a transport network for a modern city;
- Developing a bus network that is integrated with the light rail system; and
- Implementing flexible public transport services to residents who are unable to use Transport Canberra Buses regular route services.

## Estimated Employment Level

**Table 29: Estimated Employment Level**

	2016-17 Actual Outcome	2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget
<b>Staffing (FTE)</b>	868	891	871 <sup>1</sup>	903 <sup>2</sup>

**Notes:**

1. The variation between the 2017-18 Budget and the 2017-18 estimated outcome in Transport Canberra Buses (ACTION) reflects an adjustment to initial forecasts and differences in recruitment timing.
2. The variation between the 2017-18 estimated outcome and 2018-19 Budget in Transport Canberra Buses (ACTION) is predominantly represented by 30 FTE associated with the delivery of the frequent bus network in 2018-19.

## Output Class

### Output Class 1: Bus Operations

#### *Output 1.1: Bus Operations*

Provision of a public bus network and school bus services, including a range of express and regular route services within Canberra suburbs. Transport Canberra Buses also provides special needs transport and a bus charter service.

**Table 30: Output 1.1: Bus Operations**

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
<b>Total Cost<sup>1</sup></b>	155,260	163,035
<b>Controlled Recurrent Payments</b>	103,706	111,182

**Note:**

<sup>1</sup>Total cost includes depreciation and amortisation of \$12.211 million in 2017-18 and \$12.190 million in 2018-19.

## Accountability Indicators

### Output Class 1: Bus Operations

#### *Output 1.1: Bus Operations*

Accountability indicators relating to Output 1.1: Bus Operations can be found in the Transport Canberra and City Services Directorate chapter on page 21.

# Financial Statements

Table 31: ACTION: Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
139,965	User Charges	139,488	147,603	6	152,737	166,540	170,182
1,464	Grants	0	0	-	0	0	0
376	Other Revenue	1,840	1,818	-1	767	767	767
<b>141,805</b>	<b>Total Revenue</b>	<b>141,328</b>	<b>149,421</b>	<b>6</b>	<b>153,504</b>	<b>167,307</b>	<b>170,949</b>
<b>Gains</b>							
0	Other Gains	12,100	0	-100	0	0	0
<b>0</b>	<b>Total Gains</b>	<b>12,100</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>141,805</b>	<b>Total Income</b>	<b>153,428</b>	<b>149,421</b>	<b>-3</b>	<b>153,504</b>	<b>167,307</b>	<b>170,949</b>
<b>Expenses</b>							
88,763	Employee Expenses	89,456	94,834	6	98,634	108,610	111,467
10,288	Superannuation Expenses	10,169	10,644	5	11,185	12,403	12,527
43,042	Supplies and Services	42,622	44,597	5	44,316	46,951	47,756
11,942	Depreciation and Amortisation	12,211	12,190	..	13,647	13,647	13,648
257	Borrowing Costs	257	214	-17	171	129	86
545	Other Expenses	545	556	2	670	687	689
<b>154,837</b>	<b>Total Expenses</b>	<b>155,260</b>	<b>163,035</b>	<b>5</b>	<b>168,623</b>	<b>182,427</b>	<b>186,173</b>
<b>-13,032</b>	<b>Operating Result from Ordinary Activities</b>	<b>-1,832</b>	<b>-13,614</b>	<b>-643</b>	<b>-15,119</b>	<b>-15,120</b>	<b>-15,224</b>
<b>-13,032</b>	<b>Operating Result</b>	<b>-1,832</b>	<b>-13,614</b>	<b>-643</b>	<b>-15,119</b>	<b>-15,120</b>	<b>-15,224</b>
<b>-13,032</b>	<b>Total Comprehensive Income</b>	<b>-1,832</b>	<b>-13,614</b>	<b>-643</b>	<b>-15,119</b>	<b>-15,120</b>	<b>-15,224</b>

**Table 32: ACTION: Balance Sheet**

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
<b>Current Assets</b>							
5,801	Cash and Cash Equivalents	8,777	7,765	-12	7,468	6,844	6,220
3,069	Receivables	2,433	2,438	..	2,443	2,448	2,453
3,336	Inventories	3,464	3,553	3	3,644	3,737	3,830
211	Other Assets	337	337	-	337	337	337
<b>12,417</b>	<b>Total Current Assets</b>	<b>15,011</b>	<b>14,093</b>	<b>-6</b>	<b>13,892</b>	<b>13,366</b>	<b>12,840</b>
<b>Non Current Assets</b>							
171,792	Property, Plant and Equipment	165,957	215,429	30	211,772	198,115	184,457
127	Intangible Assets	127	0	-100	0	0	0
0	Capital Works in Progress	8,619	0	-100	0	0	0
<b>171,919</b>	<b>Total Non Current Assets</b>	<b>174,703</b>	<b>215,429</b>	<b>23</b>	<b>211,772</b>	<b>198,115</b>	<b>184,457</b>
<b>184,336</b>	<b>TOTAL ASSETS</b>	<b>189,714</b>	<b>229,522</b>	<b>21</b>	<b>225,664</b>	<b>211,481</b>	<b>197,297</b>
<b>Current Liabilities</b>							
2,383	Payables	2,314	2,345	1	2,377	2,410	2,444
341	Interest-Bearing Liabilities	341	341	-	341	341	341
22,342	Employee Benefits	23,744	23,837	..	24,294	24,727	25,235
4,621	Other Liabilities	4,695	4,810	2	4,929	5,050	5,171
<b>29,687</b>	<b>Total Current Liabilities</b>	<b>31,094</b>	<b>31,333</b>	<b>1</b>	<b>31,941</b>	<b>32,528</b>	<b>33,191</b>
<b>Non Current Liabilities</b>							
1,363	Interest-Bearing Liabilities	1,364	1,023	-25	682	341	0
1,436	Employee Benefits	1,162	1,433	23	2,427	3,118	3,836
<b>2,799</b>	<b>Total Non Current Liabilities</b>	<b>2,526</b>	<b>2,456</b>	<b>-3</b>	<b>3,109</b>	<b>3,459</b>	<b>3,836</b>
<b>32,486</b>	<b>TOTAL LIABILITIES</b>	<b>33,620</b>	<b>33,789</b>	<b>1</b>	<b>35,050</b>	<b>35,987</b>	<b>37,027</b>
<b>151,850</b>	<b>NET ASSETS</b>	<b>156,094</b>	<b>195,733</b>	<b>25</b>	<b>190,614</b>	<b>175,494</b>	<b>160,270</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
118,876	Accumulated Funds	111,693	151,332	35	146,213	131,093	115,869
32,974	Reserves	44,401	44,401	-	44,401	44,401	44,401
<b>151,850</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>156,094</b>	<b>195,733</b>	<b>25</b>	<b>190,614</b>	<b>175,494</b>	<b>160,270</b>

**Table 33: ACTION: Statement of Changes in Equity**

<b>Budget at 30/6/18 \$'000</b>		<b>2017-18 Estimated Outcome \$'000</b>	<b>Budget at 30/6/19 \$'000</b>	<b>Var %</b>	<b>Estimate at 30/6/20 \$'000</b>	<b>Estimate at 30/6/21 \$'000</b>	<b>Estimate at 30/6/22 \$'000</b>
<b>Opening Equity</b>							
110,038	Opening Accumulated Funds	101,063	111,693	11	151,332	146,213	131,093
32,974	Opening Asset Revaluation Reserve	44,401	44,401	-	44,401	44,401	44,401
<b>143,012</b>	<b>Balance at the Start of the Reporting Period</b>	<b>145,464</b>	<b>156,094</b>	<b>7</b>	<b>195,733</b>	<b>190,614</b>	<b>175,494</b>
<b>Comprehensive Income</b>							
-13,032	Operating Result - Including Economic Flows	-1,832	-13,614	-643	-15,119	-15,120	-15,224
<b>-13,032</b>	<b>Total Comprehensive Income</b>	<b>-1,832</b>	<b>-13,614</b>	<b>-643</b>	<b>-15,119</b>	<b>-15,120</b>	<b>-15,224</b>
<b>0</b>	<b>Total Movement in Reserves</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transactions Involving Owners Affecting Accumulated Funds</b>							
21,870	Capital Injections	12,462	53,253	327	10,000	0	0
<b>21,870</b>	<b>Total Transactions Involving Owners Affecting Accumulated Funds</b>	<b>12,462</b>	<b>53,253</b>	<b>327</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
<b>Closing Equity</b>							
118,876	Closing Accumulated Funds	111,693	151,332	35	146,213	131,093	115,869
32,974	Closing Asset Revaluation Reserve	44,401	44,401	-	44,401	44,401	44,401
<b>151,850</b>	<b>Balance at the end of the Reporting Period</b>	<b>156,094</b>	<b>195,733</b>	<b>25</b>	<b>190,614</b>	<b>175,494</b>	<b>160,270</b>

**Table 34: ACTION: Cash Flow Statement**

2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget	Var %	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
140,078	User Charges	139,601	147,718	6	152,857	166,661	170,303
1,464	Grants	0	0	-	0	0	0
6,727	Other	8,191	8,230	..	7,240	7,240	7,240
<b>148,269</b>	<b>Operating Receipts</b>	<b>147,792</b>	<b>155,948</b>	<b>6</b>	<b>160,097</b>	<b>173,901</b>	<b>177,543</b>
<b>Payments</b>							
89,168	Employee	89,176	95,223	7	97,941	108,263	111,017
10,291	Superannuation	10,117	10,647	5	11,184	12,402	12,526
42,623	Supplies and Services	42,312	44,191	4	43,921	46,544	47,349
257	Borrowing Costs	257	214	-17	171	129	86
6,600	Other	6,600	6,667	1	6,836	6,846	6,848
<b>148,939</b>	<b>Operating Payments</b>	<b>148,462</b>	<b>156,942</b>	<b>6</b>	<b>160,053</b>	<b>174,184</b>	<b>177,826</b>
<b>-670</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>-670</b>	<b>-994</b>	<b>-48</b>	<b>44</b>	<b>-283</b>	<b>-283</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
<b>Payments</b>							
21,870	Purchase of Property, Plant and Equipment	12,462	52,930	325	10,000	0	0
<b>21,870</b>	<b>Investing Payments</b>	<b>12,462</b>	<b>52,930</b>	<b>325</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
<b>-21,870</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-12,462</b>	<b>-52,930</b>	<b>-325</b>	<b>-10,000</b>	<b>0</b>	<b>0</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>							
<b>Receipts</b>							
21,870	Capital Injections	12,462	53,253	327	10,000	0	0
<b>21,870</b>	<b>Financing Receipts</b>	<b>12,462</b>	<b>53,253</b>	<b>327</b>	<b>10,000</b>	<b>0</b>	<b>0</b>
<b>Payments</b>							
341	Repayment of Borrowings	341	341	-	341	341	341
<b>341</b>	<b>Financing Payments</b>	<b>341</b>	<b>341</b>	<b>-</b>	<b>341</b>	<b>341</b>	<b>341</b>
<b>21,529</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES</b>	<b>12,121</b>	<b>52,912</b>	<b>337</b>	<b>9,659</b>	<b>-341</b>	<b>-341</b>
<b>-1,011</b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>-1,011</b>	<b>-1,012</b>	<b>..</b>	<b>-297</b>	<b>-624</b>	<b>-624</b>
<b>6,812</b>	<b>CASH AT THE BEGINNING OF REPORTING PERIOD</b>	<b>9,788</b>	<b>8,777</b>	<b>-10</b>	<b>7,765</b>	<b>7,468</b>	<b>6,844</b>
<b>5,801</b>	<b>CASH AT THE END OF REPORTING PERIOD</b>	<b>8,777</b>	<b>7,765</b>	<b>-12</b>	<b>7,468</b>	<b>6,844</b>	<b>6,220</b>

## Notes to the Controlled Budget Statements

Significant variations are as follows:

### ***Operating Statement***

- user charges:
  - the increase of \$8.115 million in the 2018-19 Budget from the 2017-18 estimated outcome is due to additional funding (\$4.934 million) provided for the new rapid route services, part year operational costs for the new bus depot Woden (\$0.256 million), recognition of the estimated impact of the Government's current position in relation to expiring Enterprise Bargaining Agreements and revised indexation parameters.
- grants:
  - the decrease of \$1.464 million in the 2017-18 estimated outcome from the 2017-18 Budget relates to fuel tax credit claims and is now reported at other revenue. The 2017-18 estimated outcome is in line with the original budget and 2018-19 Budget.
- other gains:
  - the increase of \$12.100 million in the 2017-18 estimated outcome from original budget relates to the one-off transfer of Woden Business Park from ACT Property Group to Transport Canberra Buses effective 1 July 2017.
- employee expenses:
  - the increase of \$0.693 million in the 2017-18 estimated outcome from the original budget is mainly due to the recognition of employee expenses relating to in-principle agreement to Enterprise Bargaining Agreements, expected prior to 30 June 2018. As Transport Canberra Buses would therefore have a constructive obligation to meet these payments at 30 June 2018, these expenses have been accrued in 2017-18. The accrual has a negative impact on Transport Canberra Buses's 2017-18 operating result, with cash payments to employees to occur in 2018-19 and partially funded by capital injection appropriation in 2018-19.
  - the increase of \$5.378 million in the 2018-19 Budget from the 2017-18 estimated outcome is due to additional staff required to provide an increased rapid network (\$3.521 million), support staff costs for lead time prior to Woden Depot becoming operational (\$0.235 million) and revised indexation parameters.
- supplies and services:
  - the increase of \$1.975 million in the 2018-19 Budget from the 2017-18 estimated outcome is due to costs associated with the provision of the increased rapid network services (\$1.514 million), the re-profiling of the alternate fuel bus trial (\$0.421 million) from 2017-18 and revised indexation parameters.

## **Balance Sheet**

- cash and equivalents:
  - the increase of \$2.976 million in the 2017-18 estimated outcome from the original budget is mainly due to the carried forward cash balance from 2016-17 being higher than anticipated.
  - the decrease of \$1.012 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to additional cash outflow related to repayment of the historic land and buildings loan (\$0.341 million) and cash payments to employees in 2018-19 for expenses accrued in 2017-18 as part of Transport Canberra Buses' in-principle agreement to Enterprise Bargaining Agreements, expected prior to 30 June 2018.
- property, plant and equipment:
  - the decrease of \$5.835 million in the 2017-18 estimated outcome from the original budget is mainly due to the net impact of capital project re-profiling, partially offset by the net flow-on effects of the 2016-17 revaluation of land, depots and buses (\$6.159 million) and the transfer in of Woden Business Park from ACT Property Group (\$11.831 million).
  - the increase of \$49.472 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to anticipated capitalisation of buses purchased to support the new frequent network (\$36.549 million), the expected capitalisation of the new Woden Depot (\$25.0 million) partially offset by depreciation (\$12.190 million).
- non-current capital works in progress:
  - the increase of \$8.619 million in the 2017-18 estimated outcome from the original budget is mainly due to progress payments on new bus purchases due for delivery in early 2018-19 (\$4.619 million) and Woden Depot (\$4.0 million).
  - the decrease of \$8.619 million in the 2018-19 Budget from the 2017-18 estimated outcome is due to anticipated capitalisation of prior year capital works projects in 2018-19.
- current and non-current employee benefits:
  - the increase of \$1.128 million in the 2017-18 estimated outcome from the original budget is due to net flow-on effects of the 2016-17 audited outcomes and recognition of the estimated impact of the Government's current position in relation to expiring Enterprise Agreements.

## **Statement of Changes in Equity**

- capital injections:
  - the decrease of \$9.408 million in the 2017-18 estimated outcome from the original budget reflects the re-profiling of 2017-18 funding for the Woden Depot

(\$4.0 million) and future bus network program (\$16.0 million) to 2018-19. This is partially offset by the net impact of roll over of program funding from 2016-17 (\$6.592 million) and new capital initiative funding provided for in the supplementary budget for the Woden Depot.

- the increase of \$40.791 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to additional net capital funding provided in 2018-19 for the Woden Depot (\$15.0 million), purchase of new buses to support the increased rapid bus network (\$21.930 million) and the re-profiling of capital projects from 2017-18.
- asset revaluation surplus:
  - the increase of \$11.427 million in the 2017-18 estimated outcome from the original budget is due to the net flow-on effect of the 2016-17 revaluation of Depot land and buildings.

### ***Cash Flow Statement***

Variations in the Statement are explained in the notes above.

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# ACT PUBLIC CEMETERIES AUTHORITY – STATEMENT OF INTENT

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The ACT Public Cemeteries Authority is a Territory Authority established under the *Cemeteries and Crematoria Act 2003*.

This Statement of Intent for 2018-19 has been prepared in accordance with Section 61 of the *Financial Management Act 1996*.

The responsible Minister, Meegan Fitzharris MLA, was consulted during the preparation of the Statement of Intent.

The Statement of Intent, which focuses on the 2018-19 Budget year, has been developed in the context of a four year forward planning horizon to be incorporated, as far as practicable, into the ACT Public Cemeteries Authority strategic and business planning processes.

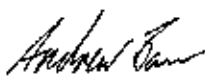
The ACT Public Cemeteries Authority 2018-19 Statement of Intent has been agreed between:



Stephen Bartos

Chair

ACT Public Cemeteries Authority



Andrew Barr MLA

Treasurer



Meegan Fitzharris MLA

Minister for Transport and City Services

# ACT PUBLIC CEMETERIES AUTHORITY

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As a result of the 2015 amendments to the *Financial Management Act 1996*, the budget statement for ACT Public Cemeteries Authority is its Statement of Intent.

## Purpose

The ACT Public Cemeteries Authority (the Authority) is an independent statutory authority established under the *Cemeteries and Crematoria Act 2003* to effectively and efficiently manage public cemeteries and crematoria in the ACT. The Authority currently manages and operates three public cemeteries at Gungahlin, Woden and Hall.

The key purpose of the Authority is to:

- ensure the equitable availability of interment options, and maintain burial capacity in the medium to long term for the ACT community;
- operate as an efficient Government business with a strong customer service focus; and
- adopt operating practices that safeguard the environment and the health and safety of staff and visitors.

## Nature and Scope of Activities

### General activities

- provide burial and memorialisation options and services that meet the needs of the ACT community; and
- maintain burial grounds to a level that meets the expectations of the ACT community.

Strategic and operational priorities to be pursued in 2018-19 include:

- expanding and exploring innovative service offerings in accordance with contemporary community needs including continuing planning work for future cemetery facilities;
- progressing technology enabled innovation in services and operations including increased efficiency and effectiveness of front office operations, web enabled profiling of services and the introduction of online memorialisation services;
- fostering stakeholder relationships and partnerships;
- employing innovative solutions to reduce the cost of maintenance, with a view to enhancing perpetual care arrangements and long term financial viability of the Authority;
- developing staff skills, with an emphasis on improving the efficiency of the Authority and maintaining excellence in customer service;

- reviewing the existing business and strategic plans to ensure that the Authority remains a sustainable business; and
- promoting natural burial options.

## Risks

- Workplace health and safety injuries and/or incidents occurring to staff and visitors that are attributable to the Authority's operations and other events such as incidents associated with falling tree parts. To mitigate this risk, the Authority has implemented a number of measures including the following:
  - additional staff training including for specific licences and the *safe graves* program;
  - reviewing procedures, forms and checklists;
  - maintaining plant and equipment in accordance with the strategic asset management plan;
  - undertaking burial risk assessments and close supervision of the burial process;
  - utilising workplace safety representatives and other workplace health and safety procedures;
  - investing in personal protective equipment;
  - utilising workplace safety inspections and associated action plans; and
  - development of a tree register.
- Failure to develop and incorporate alternative income streams. The Authority Board will continue to work with the Government to develop new or expanding income stream opportunities to meet the Authority's medium to long term needs.
- Inconsistency between the amounts of Perpetual Care Trust (PCT) funds set aside and available funds for maintenance. It is important that funds set aside are proportional to the current operational needs of the Authority. Where there is an imbalance, there is a significant risk that the Authority will operate with deficits in the short to medium term. The Authority will continue to work with the Government in exploring options to address this issue.

## 2018-19 Priorities and Next Three Financial Years

- ensure the financial viability of the Authority by adapting practices and services to meet the needs of the market;
- maintain for the community, high level of services and high quality grounds maintenance;
- examine future business opportunities including assessing the potential for additional income streams; and
- continue to identify opportunities for improving operational efficiency.

## Estimated Employment Level and Employment Profile

**Table 35: Estimated employment level**

	2016-17 Actual Outcome	2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget
<b>Staffing (FTE)<sup>1</sup></b>	14	17	15	17

**Note:**

1. The variations primarily relate to the engagement of contractors to fill vacancies.

**Table 36: 2018-19 employment profile**

<b>Classification</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
SOGA	1		1
SOGC		1	1
ASO6	2		2
ASO4	1	1	2
T04	1		1
GSO7	1		1
GSO8	1		1
TO2	2		2
GSO5/6	6		6
<b>Total</b>	<b>15</b>	<b>2</b>	<b>17</b>

## Key Performance Indicators for 2018-19

**Table 37: Key performance indicators**

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Number of clients choosing to do business with Canberra Cemeteries – proportional to the number of deaths annually in the ACT <sup>1</sup>	35%	35%	35%
b. Level of client and stakeholder satisfaction with Canberra Cemeteries <sup>2</sup>	98%	98%	98%
c. Level of matters raised by unsatisfied clients and stakeholders resolved by Canberra Cemeteries operations <sup>3</sup>	100%	100%	100%
d. Average number of years of supply of interment spaces for major denominational groups <sup>4</sup>	4	4	4

**Notes:**

1. Death statistics are sourced from the *Australian Bureau of Statistics 3302.0 - Deaths, Australia, June 2017* (latest available).
2. Level of client satisfaction is obtained by a survey of funeral directors who regularly access Canberra Cemeteries and is supported by a post burial satisfaction survey provided to all willing customers.
3. Details extracted from computerised customer service system.
4. Calculated from inventory data compared to number of burials. The Authority Board believes that four years provides adequate time for planning and installation of new areas as required. Falling below this level increases the risk that there will be insufficient spaces in the future.

## Assessment of Performance Against 2017-18 Objectives

The Authority's performance against its 2017-18 objectives and targets included in its 2017-18 Statement of Intent shows that the Authority has broadly met its targets and should continue to do so in the short term. Further non-financial and performance outcomes are detailed below:

- The Authority has continued to maintain a portion of market share equivalent to approximately 35 per cent of deaths in the ACT.
- Contributions to PCT funds are in line with the requirements of the *Cemeteries Crematoria Act 2003*.
- The level of services and maintenance standards provided to the community has been maintained to a high standard.
- As per the pattern of recent years, the optional post burial survey conducted by the Authority did not receive enough returns to provide reliable statistical data. Despite the low return rate, the Authority is able to use the data to corroborate some of the positive responses provided by funeral directors. Funeral Directors continue to very highly rate the performance of the Authority.

- Work on the design phase of the extension to Woden Cemetery reached Preliminary Sketch Plan stage. This project has been discontinued pending consideration of other options.
- The Authority continues to make positive environmental contributions through recycling materials including bulk composting of organic waste, both on and off-site, resulting in lower operational costs and reduced negative environmental impacts.
- The Authority continues to adopt and enhance better practice Human Resource Management strategies in line with the ACT Public Service to provide a productive and satisfying working environment.
- The financial audit conducted by the ACT Auditor-General for the 2016-17 financial year was unqualified.

# Strategic Asset Management Plan

## Asset strategy

The Authority is a self-funding statutory authority and manages all cemeteries related infrastructure to provide an efficient and reliable service to the community.

The Authority prepares a Strategic Asset Management Plan (SAMP) every three years to plan the maintenance strategy for all assets included in its assets inventory. The purpose of SAMP is to provide a reference document for the financial and operational asset management of all asset groups owned and managed by the Authority. SAMP includes asset data and financial information as at 30 June 2017. The triennial plan is reviewed in accordance with the TCCS Strategic Asset Management Framework on an annual basis to assess strategic directions and progress against planned activities, however, the data underpinning the plan is only reviewed in detail every three years.

A full review was conducted in 2017-18.

The SAMP outlines the current and expected levels of service for the delivery of maintenance services and capital works programs in detail. The expected levels of service are determined by a thorough analysis of service objectives, future demand, feedback from community consultation, considering ACT population trends and assessing the availability of resources.

The SAMP also reports on a detailed lifecycle management basis, all critical asset groups and also indicates the budget that is required to maintain the Authority's assets to a level that meets relevant Australian national standards throughout their useful life. The Authority has developed a robust risk register to identify and mitigate/manage corporate, strategic, operational and asset management risks.

The Authority has adopted and works on a continuous cycle to improve its asset management capability and accordingly, the associated maturity level. In order to achieve desired maturity levels, the first step is to identify gaps between current and future practices and the resources and training required to fill these gaps. After careful analysis of the difference between current and desired levels of maturity improvement, actions are prioritised and improvement plans are recommended. These plans are implemented in accordance with available resources and funding. The outcomes of the actions are monitored for a given/planned time period to enable analysis of the results. The cycle of continual improvement provides opportunities for enhanced processes and procedures and tangible advancements in asset management practices.

## Asset Portfolio

The Authority's portfolio comprises significant landscaping, cemetery specific structures and various buildings including two residential cottages and office accommodation.

**Table 38: Cemeteries under management**

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Gungahlin Cemetery	Mitchell
Woden Cemetery	Phillip
Hall Cemetery	Hall

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**Table 39: Major assets Gungahlin**

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Burial Areas and associated landscaping
Caretaker's Cottage
Office Complex
Memorial Hall Complex
Public Toilets
Works Depots
Sheds and Carports
Roads and Paving
Fences
Memorial Walls and Outdoor Chapel
Irrigation System for turf and landscaping including Dam and Bore Pumping Systems

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**Table 40: Major assets Woden**

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Burial Areas and associated landscaping
Caretaker's Cottage
Waiting Rooms and Public Toilets
Works Depots
Sheds and Carports
Roads and Paving
Fences
Mausoleum
Landscaping and Irrigation

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## Hall Cemetery

The Authority is now in the process of evaluating a space within the current Hall Cemetery boundary that will be suitable from both operational and environmental perspectives. Subject to necessary statutory requirements it is proposed that this work could be completed before the end of 2018.

## Monitoring and Reporting

The ACT Public Cemeteries Authority shall satisfy the requirements of the Chief Minister's Annual Report Directions.

The Authority's Annual Report will, amongst other things, report against the requirements of this Statement of Intent.

The *Financial Management Act 1996* authorises the Treasurer to obtain financial and other statements from the Authority for a stated period including annual, quarterly and monthly reporting.

### Monthly reporting

The Authority's Board prepares monthly financial reports for internal scrutiny and management. Copies of these reports are provided to the Transport Canberra and City Services (TCCS) Directorate.

The reports include supporting information such as additional financial tables and variance analysis commentary for:

- Operating Statement;
- Balance Sheet;
- Cash Flow Statement; and
- Capital works progress reports.

### Annual reporting

As part of preparations for end of year reporting the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) will advise the dates when the following documents are required to be lodged with CMTEDD and the ACT Auditor-General's Office:

- Certified financial statements;
- Management discussion and analysis reports;
- A full and accurate set of audited financial records for the preceding financial year in the form requested; and
- Consolidation packs relating to the annual financial statements (draft and final).

## **Financial Arrangements**

The Authority is a self-funded statutory authority in normal circumstances, requiring no supplementary funding from the ACT Government.

## **Financial Statements**

Budgeted financial statements for the 2018-19 Budget year, as well as estimates for the three forward financial years as appear below include:

- a) Operating Statement;
- b) Balance Sheet;
- c) Statement of Changes in Equity; and
- d) Cash Flow Statement.

# Financial Statements

**Table 41: ACT Public Cemeteries Authority: Operating Statement**

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
<b>Income</b>							
<b>Revenue</b>							
4,026	User Charges	3,550	3,831	8	3,926	4,025	4,125
148	Interest	165	177	7	180	182	185
1,397	Other Revenue	1,363	1,451	6	1,487	1,524	1,562
<b>5,571</b>	<b>Total Revenue</b>	<b>5,078</b>	<b>5,459</b>	<b>8</b>	<b>5,593</b>	<b>5,731</b>	<b>5,872</b>
<b>5,571</b>	<b>Total Income</b>	<b>5,078</b>	<b>5,459</b>	<b>8</b>	<b>5,593</b>	<b>5,731</b>	<b>5,872</b>
<b>Expenses</b>							
1,623	Employee Expenses	1,573	1,632	4	1,676	1,721	1,768
154	Superannuation Expenses	158	171	8	175	181	186
950	Supplies and Services	1,005	1,020	1	1,052	1,082	1,113
460	Depreciation and Amortisation	309	239	-23	241	240	243
609	Cost of Goods Sold	338	352	4	366	380	395
1,663	Other Expenses	1,598	1,729	8	1,772	1,816	1,861
<b>5,459</b>	<b>Total Expenses</b>	<b>4,981</b>	<b>5,143</b>	<b>3</b>	<b>5,282</b>	<b>5,420</b>	<b>5,566</b>
<b>112</b>	<b>Operating Result</b>	<b>97</b>	<b>316</b>	<b>226</b>	<b>311</b>	<b>311</b>	<b>306</b>
<b>112</b>	<b>Total Comprehensive Income</b>	<b>97</b>	<b>316</b>	<b>226</b>	<b>311</b>	<b>311</b>	<b>306</b>

**Table 42: ACT Public Cemeteries Authority: Balance Sheet**

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
<b>Current Assets</b>							
5,396	Cash and Cash Equivalents	7,555	8,095	7	8,602	9,130	9,659
71	Receivables	64	69	8	74	79	84
300	Inventories	272	266	-2	260	254	248
32	Other Assets	26	27	4	28	29	30
<b>5,799</b>	<b>Total Current Assets</b>	<b>7,917</b>	<b>8,457</b>	<b>7</b>	<b>8,964</b>	<b>9,492</b>	<b>10,021</b>
<b>Non Current Assets</b>							
3,361	Inventories	2,816	2,749	-2	2,682	2,615	2,548
4,117	Property, Plant and Equipment	4,307	4,418	3	4,509	4,579	4,646
18	Intangible Assets	32	31	-3	30	30	30
642	Capital Works in Progress	603	603	-	603	603	603
<b>8,138</b>	<b>Total Non Current Assets</b>	<b>7,758</b>	<b>7,801</b>	<b>1</b>	<b>7,824</b>	<b>7,827</b>	<b>7,827</b>
<b>13,937</b>	<b>TOTAL ASSETS</b>	<b>15,675</b>	<b>16,258</b>	<b>4</b>	<b>16,788</b>	<b>17,319</b>	<b>17,848</b>
<b>Current Liabilities</b>							
169	Payables	464	472	2	480	488	496
611	Employee Benefits	590	674	14	760	847	937
6,960	Other Liabilities	7,323	7,496	2	7,619	7,742	7,865
<b>7,740</b>	<b>Total Current Liabilities</b>	<b>8,377</b>	<b>8,642</b>	<b>3</b>	<b>8,859</b>	<b>9,077</b>	<b>9,298</b>
<b>Non Current Liabilities</b>							
22	Employee Benefits	21	23	10	25	27	29
<b>22</b>	<b>Total Non Current Liabilities</b>	<b>21</b>	<b>23</b>	<b>10</b>	<b>25</b>	<b>27</b>	<b>29</b>
<b>7,762</b>	<b>TOTAL LIABILITIES</b>	<b>8,398</b>	<b>8,665</b>	<b>3</b>	<b>8,884</b>	<b>9,104</b>	<b>9,327</b>
<b>6,175</b>	<b>NET ASSETS</b>	<b>7,277</b>	<b>7,593</b>	<b>4</b>	<b>7,904</b>	<b>8,215</b>	<b>8,521</b>
<b>REPRESENTED BY FUNDS EMPLOYED</b>							
4,642	Accumulated Funds	5,062	5,378	6	5,689	6,000	6,306
1,533	Asset Revaluation Surplus	2,215	2,215	-	2,215	2,215	2,215
<b>6,175</b>	<b>TOTAL FUNDS EMPLOYED</b>	<b>7,277</b>	<b>7,593</b>	<b>4</b>	<b>7,904</b>	<b>8,215</b>	<b>8,521</b>

**Table 43: ACT Public Cemeteries Authority: Statement of Changes in Equity**

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
	<b>Opening Equity</b>						
4,530	Opening Accumulated Funds	4,965	5,062	2	5,378	5,689	6,000
1,533	Opening Asset Revaluation Reserve	2,215	2,215	-	2,215	2,215	2,215
<b>6,063</b>	<b>Balance at the Start of the Reporting Period</b>	<b>7,180</b>	<b>7,277</b>	<b>1</b>	<b>7,593</b>	<b>7,904</b>	<b>8,215</b>
	<b>Comprehensive Income</b>						
112	Operating Result - Including Economic Flows	97	316	226	311	311	306
<b>112</b>	<b>Total Comprehensive Income</b>	<b>97</b>	<b>316</b>	<b>226</b>	<b>311</b>	<b>311</b>	<b>306</b>
	<b>Closing Equity</b>						
4,642	Closing Accumulated Funds	5,062	5,378	6	5,689	6,000	6,306
1,533	Closing Asset Revaluation Reserve	2,215	2,215	-	2,215	2,215	2,215
<b>6,175</b>	<b>Balance at the end of the Reporting Period</b>	<b>7,277</b>	<b>7,593</b>	<b>4</b>	<b>7,904</b>	<b>8,215</b>	<b>8,521</b>

**Table 44: ACT Public Cemeteries Authority: Cash Flow Statement**

<b>2017-18 Budget</b>	<b>2017-18 Estimated Outcome</b>	<b>2018-19 Budget</b>	<b>Var %</b>	<b>2019-20 Estimate</b>	<b>2020-21 Estimate</b>	<b>2021-22 Estimate</b>	
<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>							
<b>Receipts</b>							
3,794	User Charges	3,901	4,044	4	4,136	4,234	4,334
136	Interest Received	153	165	8	168	170	173
1,897	Other	1,900	2,025	7	2,064	2,102	2,140
<b>5,827</b>	<b>Operating Receipts</b>	<b>5,954</b>	<b>6,234</b>	<b>5</b>	<b>6,368</b>	<b>6,506</b>	<b>6,647</b>
<b>Payments</b>							
1,597	Employee	1,389	1,420	2	1,462	1,506	1,550
154	Superannuation	158	171	8	175	181	186
1,004	Supplies and Services	938	1,047	12	1,131	1,160	1,191
366	Related to Cost of Goods Sold	276	289	5	303	317	332
2,242	Other	2,276	2,417	6	2,460	2,504	2,549
<b>5,363</b>	<b>Operating Payments</b>	<b>5,037</b>	<b>5,344</b>	<b>6</b>	<b>5,531</b>	<b>5,668</b>	<b>5,808</b>
<b>464</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<b>917</b>	<b>890</b>	<b>-3</b>	<b>837</b>	<b>838</b>	<b>839</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>							
<b>Receipts</b>							
0	Proceeds from Sale of Property, Plant and Equipment	60	0	-100	0	0	0
<b>0</b>	<b>Investing Receipts</b>	<b>60</b>	<b>0</b>	<b>-100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Payments</b>							
816	Purchase of Property, Plant and Equipment	291	350	20	330	310	310
<b>816</b>	<b>Investing Payments</b>	<b>291</b>	<b>350</b>	<b>20</b>	<b>330</b>	<b>310</b>	<b>310</b>
<b>-816</b>	<b>NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES</b>	<b>-231</b>	<b>-350</b>	<b>-52</b>	<b>-330</b>	<b>-310</b>	<b>-310</b>
<b>-352</b>	<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>686</b>	<b>540</b>	<b>-21</b>	<b>507</b>	<b>528</b>	<b>529</b>
<b>5,748</b>	<b>CASH AT THE BEGINNING OF REPORTING PERIOD</b>	<b>6,869</b>	<b>7,555</b>	<b>10</b>	<b>8,095</b>	<b>8,602</b>	<b>9,130</b>
<b>5,396</b>	<b>CASH AT THE END OF REPORTING PERIOD</b>	<b>7,555</b>	<b>8,095</b>	<b>7</b>	<b>8,602</b>	<b>9,130</b>	<b>9,659</b>

## Notes to the Controlled Budget Statements

Significant variations are as follows:

### ***Operating Statement***

- user charges:
  - the decrease of \$0.476 million in the 2017-18 estimated outcome from the original budget is due to lower than expected sales, in particular from the Mausoleum and burial related income from revenue received in advance being lower than the current fee determination.
  - the increase of \$0.281 million in the 2018-19 Budget from the 2017-18 estimated outcome is due to scheduled fee increases.
- cost of goods sold:
  - the decrease of \$0.271 million in the 2017-18 estimated outcome from the original budget is due to a change in calculation method adopted in 2016-17.
- depreciation and amortisation:
  - the decrease of \$0.151 million in the 2017-18 estimated outcome from original budget is due principally to the 2017 asset revaluation that included adjustments for changes in the useful life of assets.

### ***Balance Sheet***

- Changes in the balance sheet between the 2017-18 estimated outcome and the original budget generally reflect audited outcome adjustments for 2016-17.

### ***Statement of Changes in Equity***

- Variations in the statement are explained in the notes above.

### ***Cash Flow Statement***

- Variations in the statement are explained in the notes above.