

Justice and Community
Safety Directorate
Legal Aid Commission (ACT)
Public Trustee and Guardian



Australian Capital Territory

BUDGET 2016-17

Budget
Statements
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STRUCTURE AND CONTENT OF THE 2016-17 BUDGET PAPERS

The 2016-17 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 2016-17 Budget and forward estimates for the general government sector, the public trading enterprise sector and the total Territory Government. Details of the projected 2016-17 Budget results are provided, as well as background information on the development of the 2016-17 Budget, including economic conditions and federal financial relations. It also provides an overview of the Territory's infrastructure investment program and details of the 2016-17 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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Justice and Community Safety Directorate

Purpose

The Justice and Community Safety Directorate (the Directorate) seeks to maintain a fair, safe and peaceful community in the ACT where people's rights and interests are respected and protected. This is achieved through the objectives of:

- maintaining the rule of law and the Westminster style of democratic government;
- promoting the protection of human rights in the Territory;
- providing effective offender management and opportunities for rehabilitation;
- protecting and preserving life, property and the environment; and
- providing for effective and cohesive emergency response and management.

To support the achievement of its objectives, the Directorate aims to improve service delivery to government and the community and to ensure it continues to meet community needs into the future.

2016-17 Priorities

Strategic and operational issues to be pursued in 2016-17 include:

- Supporting vulnerable families through initiatives to better address and respond to family violence by:
 - establishing the position of Co-ordinator General for Family Safety supported by a small team to coordinate and report on the Territory's efforts to counter family violence, including a scoping study for ICT support for information exchange;
 - supporting staged implementation of recommendations arising from the Australian Law Reform Commission and NSW Law Reform Commission joint report *Family Violence – A National Legal Response*;
 - supporting the provision of translation and interpreter services in the ACT Courts, the ACT Civil and Administrative Tribunal and specialist ACT family violence services to assist people from culturally and linguistically diverse backgrounds, including Aboriginal and Torres Strait Islander people;
 - enhancing the Director of Public Prosecutions' (DPP) capacity to institute and conduct prosecutions of alleged family violence perpetrators so that the DPP's ability to contribute to co-ordinated criminal justice responses to family violence victims is strengthened;

- increasing ACT Policing's capability to assist victims to apply for domestic violence orders (DVO);
 - amending legislation to broaden the definition of domestic violence to include coercive behaviours that may not involve physical violence;
 - amending legislation to authorise information sharing in family violence cases across agencies and develop information sharing guidelines, as well as increasing awareness on information sharing across government and non-government service delivery agencies;
 - developing a common risk assessment tool to identify those at risk of family violence; and contributing to the Tara Costigan Foundation which will provide a free case worker service to support family violence victims.
- Introducing exceptions to the rule against double jeopardy to allow a retrial where new evidence comes to light or where a trial has been tainted;
 - Implementing new laws to combat organised criminal groups, including outlaw motor cycle gangs;
 - Modernising the ACT Supreme and Magistrates Court through the new ACT Courts Public Private Partnership (PPP) project, further rollout of the new Courts and Tribunal ICT Case Management System and further reforms to improve Court efficiency;
 - Implementing road safety initiatives, including a continuing focus on vulnerable road users;
 - Continuing the implementation of the Aboriginal and Torres Strait Islander Justice Partnership 2015-18 by:
 - expanding the Restorative Justice Indigenous Guidance Partner Program (IGP) to support Aboriginal and Torres Strait Islander adults;
 - continuing the Galambany Court's trial program to develop life skills for Aboriginal and Torres Strait Islander young people; and
 - investigating options as part of the Justice Reinvestment Strategy, to support Aboriginal and Torres Strait Islander families to reduce or prevent contact with the justice system.

- Undertaking a feasibility study for a system to support a Fines Management Scheme;
- Providing resources to the DPP, Legal Aid Commission and the ACT Courts for a retrial of Mr David Eastman for the murder of Assistant Commissioner Colin Winchester and other related proceedings;
- Enhancing ACT Corrective Services (ACTCS) by developing greater correctional capacity through:
 - development of an ACTCS information management system;
 - new accommodation premises and fit-out for ACTCS and Community Corrections client service areas;
 - replacement of ACTCS' analogue radio system with digital radio, which will be connected to the Territory Radio Network system; and
 - plumbing upgrade works at the Alexander Maconochie Centre (AMC).
- Enhancing rehabilitation and reducing recidivism rates by continuing the Extended Throughcare program and extending the AMC's laundry operations to provide more employment opportunities for detainees;
- Reforming the ACT Emergency Services by:
 - constructing a new station for the ACT State Emergency Services (ACTSES) in Calwell to replace the current facility at Kambah;
 - upgrading the ACT Fire and Rescue (ACTF&R) station at Fyshwick and the ACT Rural Fire Service (ACTRFS) station at Guises Creek to support personal dignity, privacy and workplace amenities as part of the ESA's *Women in Emergency Services Strategy*;
 - increasing the capacity of the Emergency 000 communication centre and non-emergency patient transport, including an additional non-emergency patient transport vehicle;
 - increasing the capability in Aeromedical retrieval services by supporting the operation of a new Agusta Westland AW139 helicopter, and upgrading the Hume hangar; and

- upgrading the ESA’s website hosting to provide information, advice and messages to the community during emergencies, including additional funding for the Emergency Alert system – the nationally adopted telephony-based warning system.
- Enhancing security measures with improved personal protective equipment for ACT Policing and additional Protective Services Officers, and managing the existing public safety Closed Circuit Television (CCTV) system.

Estimated Employment Level

Table 1: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE)	1,529 ¹	1,577 ²	1,577	1,601 ³

Note(s):

1. The 2014-15 actual outcome of 1,529 FTE differs from the FTE disclosed in the Justice and Community Safety Directorate’s 2014-15 Annual Report (1,572) as it excludes the Public Trustee for the ACT (43 FTE).
2. The increase of 48 FTE in the 2015-16 Budget from the 2014-15 actual outcome mainly reflects the net increase in staffing resources associated with the 2015-16 Budget initiatives and net impact of prior budget outcomes.
3. The increase of 24 FTE in the 2016-17 Budget from the 2015-16 estimated outcome mainly reflects the net increase in staffing resources associated with the 2016-17 Budget and the impact of prior budget outcomes, slightly offset by the Guardianship function transfer of 6.43 FTEs to the office of Public Trustee and Guardian (PTG) as part of the structural change arising from the review of Protection of Right arrangements.

Strategic Objectives and Indicators

Strategic Objective 1

Accessible Justice System

The ACT justice system seeks to ensure fairness to all persons involved. A fair justice system is accessible, deals with matters in an expeditious manner and is one in which all persons involved conduct themselves in a way that promotes, protects and respects rights.

Table 2: Strategic Indicator 1: Justice System Completion Rates

Success	Strategic Indicator	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Timely completion of civil cases in the courts	Median number of days to finalise civil cases from time of lodgement			
	– Magistrates Court ¹	50	45	50
	– Supreme Court	365	365	365
	– Coroners Court ²	85	75	85
Timely completion of criminal cases in the courts	Median number of days to finalise criminal cases from time of lodgement			
	– Magistrates Court ³	65	75	65
	– Supreme Court ⁴	200	250	200
Timely completion of ACT Civil and Administrative Tribunal (ACAT) cases	Median number of days to finalise ACAT cases from time of lodgement ⁵	50	60	50

Notes:

1. This is a positive result with the estimated median number of days to finalise Magistrates Court civil matters lower than the target due to the increased use of mediation and more rigorous case management to resolve matters earlier.
2. This is a positive result with the estimated median number of days to finalise Coroners Court matters lower than the target due to the introduction of new procedures and better support from the Coronial Unit within ACT Law Courts and Tribunal.
3. The 2015-16 estimated outcome exceeds the target due to the Magistrates Court focussing on the finalisation of older criminal matters.
4. The 2015-16 estimated outcome exceeds the target due to the Supreme Court focussing on the finalisation of older criminal matters.
5. The 2015-16 estimated outcome exceeds the target due to ACAT focussing on the finalisation of older cases prior to the implementation of the new case management system.

Strategic Objective 2

Safe Community

An effective criminal justice system underpins the safety of the community. Although neither the Directorate nor the ACT Government can control all of the factors that impact on community safety, effectiveness can be measured by examining the level of crime against people and property and whether the justice system deals with offenders in a way that reduces the risk of further offending.

Table 3: Strategic Indicator 2: Crime Related Community Safety

Success	Strategic Indicator	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Reduction in level of crime	Percentage change and number of known and reported criminal offences:			
	– against the person per 100,000 population ¹	682	661	682
	– against property per 100,000 population ¹	4,875	5,256	4,875
Perceptions of safety	The proportion of people who felt ‘safe’ or ‘very safe’:			
	– at home by themselves during the night ¹	=> 89.0%	92.4%	=> 89.0%
	– walking by themselves in their neighbourhood during the night ^{1,2}	=> 51.5%	57.1%	=> 51.5%
	– by themselves travelling on public transport during the night ^{1,2}	=> 24.6%	32.6%	=>24.6%
No escapes/ abscondments from custody	Number of escapes or absconds per 100 detainees ³	0	0.26	0

Notes:

1. The 2015-16 estimated outcomes are based on an average of the half-yearly rate to December 2015 (ie an average of the September 2015 and December 2015 quarterly results) and the 2014-15 result.
2. This 2015-16 estimated outcome exceeds the target by 11% and 32% respectively and demonstrates the ACT Government’s and ACT Policing’s continued commitment to crime prevention and community engagement.
3. In April 2016, a detainee in the lawful custody of ACT Corrective Services escaped from The Canberra Hospital by scaling a fence in an internal yard. The detainee was located and returned to the AMC the following day. The estimated outcome is based on the March 2016 year to date average number of detainees in secure custody.

Strategic Objective 3

Safe Community — Emergency Services

Table 4: Strategic Indicator 3: Emergency Related Community Safety

Success	Strategic Indicator	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Increased community resilience for emergencies	Percentage of planned community engagement and awareness events conducted	90%	90%	90%
	Percentage of leaseholders within the Bushfire Abatement Zone with a Farm Fire-wise Plan	80%	75%	100%
	Number of sub-plans to the ACT Emergency Plan reviewed ¹	4	3	4
	ACT Public Information Coordination Centre for ESA lead emergency response – number of exercises conducted	2	2	2
	Percentage of Emergency alerts, updates and warnings to the ACT community through the use of the SPOT System	95%	100%	100%
	Maintain or increase volunteer levels. Percentage change in levels ²	0.5%	-3%	0.5%
	Reduced loss of life and loss/damage to property	Percentage reduction in 3 year rolling average of fire related deaths per 100,000 population	25%	25%
Percentage of structure fires confined to room of origin ³		80%	80%	80%
Percentage of 132 500 storm and flood callouts acknowledged within 24 hours		95%	95%	95%
Reduced impact on the environment from bushfires	Percentage of bushfires kept below five hectares within the ACT ³	100%	99%	100%

Notes

1. Sub Plans subject to annual review are as specified in the ACT Emergency Plan register approved by the Security and Emergency Management Senior Officials Group (SEMSOG). SEMSOG identified and approved the review of three sub plans during 2015-16, hence the target was not achieved.
2. ACTF&R has undertaken a data review of the Community Fire Units (CFU) membership for volunteers who have been on its records but are no longer active; this has resulted in a significant reportable drop in volunteer numbers. The ESA will also be conducting a formal evaluation of CFUs in June 2016. ACT State and Emergency Services (ACTSES) and Mapping and Planning Support (MAPs) volunteer numbers however have increased over the reporting period.
3. The Strategic Indicator descriptions have been revised from percentage and number in 2015-16 to percentage only in 2016-17.

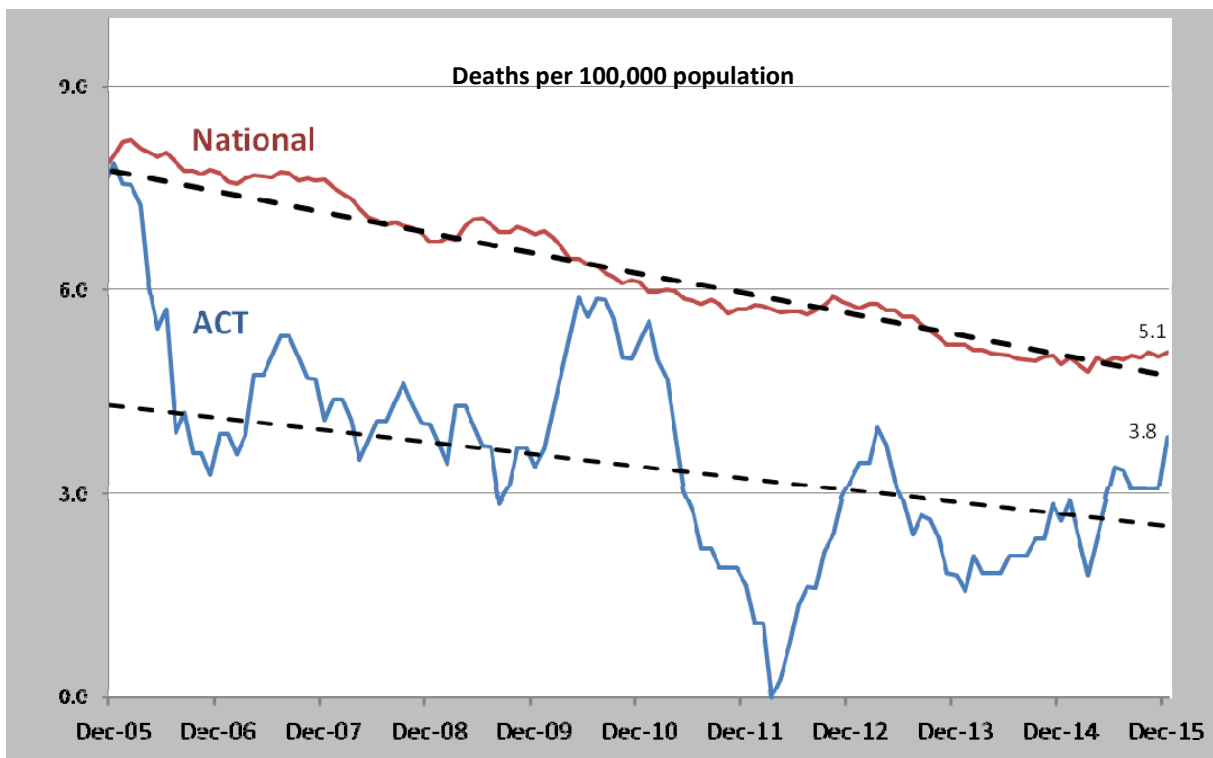
Strategic Objective 4

Safe Community – Road Safety

The safety of ACT road users is supported by the ACT Road Safety Strategy 2011-2020 and underpinning Road Safety Action Plans.

Strategic Indicator 4: Promotion of Road Safety

Figure 1: Annual number of road fatalities per 100,000 population¹



Source: Bureau of Infrastructure, Transport and Regional Economic, Road Deaths Australia December 2015

Note:

1. NRSS is the National Road Safety Strategy

The annual number of road fatalities per 100,000 of population allows jurisdictions to compare the road safety performance of their state or territory and is used at the national level to monitor road safety performance.

Strategic Objective 5

Promotion and Protection of Rights and Interests

The ACT Human Rights Commission, now including the Public Advocate of the ACT and Victim Support ACT, protects the rights of vulnerable members of the community. The Commission provides community engagement, information, support and/or advice in relation to the roles and functions of their Commissioners, including how members of the community can access and protect their rights. Additionally, as required under the *Human Rights Act 2004*, the Directorate seeks to ensure that all legislation is compatible with human rights.

Table 5: Strategic Indicator 5: Awareness and Compliance with Human Rights and Interests

Success	Strategic Indicator	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
New government laws are compatible with human rights legislation at time of introduction	Percentage of new government laws that are compatible with human rights legislation at the time of introduction	100%	100%	100%
Increased community awareness of how to access and protect rights	Number of community members made aware of their rights in the area of responsibility for victim support ¹ Number of community engagement activities undertaken by:	700	975	900
	– Human Rights Commission in area of human rights and service provision; and	30	30	30
	– Public Advocate of the ACT in the area of Public Advocacy ^{2,3}	30	25	15

Note(s):

1. The positive variance is attributed to an increase in referrals to Victim Support ACT and more community members being made aware of their rights through the Side by Side victims of crime volunteer support program.
2. The lower than target estimated outcome reflects the transfer of Guardianship function from the Public Advocate to the Public Trustee and Guardian (PTG) following the restructure of Protection of Right Services with effect from 1 April 2016.
3. Revised wording to reflect the transfer of the Guardianship function from the Public Advocate to the PTG following the restructure of Protection of Right Services with effect from 1 April 2016.

Output Classes

Output Class 1: Justice Services

Table 6: Output Class 1: Justice Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	58,971	62,218
Controlled Recurrent Payments	47,227	54,372

Note(s):

1. Total cost includes depreciation and amortisation of \$1.772 million in 2015-16 and \$2.285 million in 2016-17.

Output 1.1: Policy Advice and Justice Programs

High quality policy, legislation, ministerial support and advice to portfolio Ministers, Cabinet and other agencies on justice and community safety matters. Administer security coordination and emergency management policy, and innovative justice and crime prevention programs (including the Restorative Justice Program) across government and the community.

Table 7: Output 1.1: Policy Advice and Justice Programs

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost	17,402	21,884
Controlled Recurrent Payments	15,937	20,037

Output 1.2: Legal Services to Government

High quality and timely legal advice and representation for the Attorney General and Government.

Table 8: Output 1.2: Legal Services to Government

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost	15,540	13,132
Controlled Recurrent Payments	8,507	8,837

Output 1.3: Legislative Drafting and Publishing Services

Provision of high quality and timely legislative drafting and publishing services for ACT legislation and maintenance of the ACT legislation register.

Table 9: Output 1.3: Legislative Drafting and Publishing Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost	4,337	4,467
Controlled Recurrent Payments	4,146	4,316

Output 1.4: Public Prosecutions

Prosecution of summary and indictable matters, at first instance and on appeal, provision of assistance to the Coroner, and provision of witness assistance services.

Table 10: Output 1.4: Public Prosecutions

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost	12,493	13,843
Controlled Recurrent Payments	10,230	12,984

Output 1.5: Protection of Rights

Provision of advocacy, complaints-handling, advice, community awareness raising and other services in connection with the promotion and protection of rights especially for vulnerable members of society, through services provided by the ACT Human Rights Commission, including the Public Advocate of the ACT and Victim Support ACT. This output also includes services provided by the Privacy Commissioner.

Table 11: Output 1.5: Protection of Rights

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost	9,199	8,892
Government Payment for Outputs	8,407	8,198

Output Class 2: Corrective Services

Table 12: Output Class 2: Corrective Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	71,260	76,787
Controlled Recurrent Payments	64,850	64,656

Note(s):

1. Total cost includes depreciation and amortisation of \$6.385 million in 2015-16 and \$8.869 million in 2016-17.

Output 2.1: Corrective Services

Provision of safe and secure custody for detainees with a strong focus on the delivery of rehabilitative, educational and vocational programs, effectively managing un-sentenced offenders and community based corrections programs, and providing advice and services to the ACT justice system.

Output Class 3: Courts and Tribunal

Table 13: Output Class 3: Courts and Tribunal

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	37,247	40,844
Controlled Recurrent Payments	26,302	28,367

Note:

1. Total cost includes depreciation and amortisation of \$2.031 million in 2015-16 and \$3.914 million in 2016-17.

Output 3.1: Courts and Tribunal

High quality support to judicial officers and tribunal members in the ACT Law Courts and Tribunal and high quality services to the public using the courts and the tribunal.

Output Class 4: Emergency Services

Table 14: Output Class 4: Emergency Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	136,246	143,929
Controlled Recurrent Payments	113,069	114,305

Note(s):

1. Total cost includes depreciation and amortisation of \$10.177 million in 2015-16 and \$12.262 million in 2016-17.

Output 4.1: Emergency Services

Prevention and Mitigation: Measures taken in advance of an emergency aimed at decreasing or eliminating its impact on the community and the environment.

Preparedness: Measures to ensure that, should an emergency occur, communities, resources and services are capable of responding to and coping with the effects.

Response: Strategies and services to control, limit or modify an emergency to reduce its consequences.

Recovery: Strategies and services to return the ACT Emergency Services Agency to a state of preparedness after emergency situations and to assist with community recovery.

EBT 1: ACT Policing

Table 15: EBT 1: ACT Policing

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	156,866	157,656
Payment for Expenses on Behalf of the Territory	154,206	154,896

Note(s):

1. Total cost includes depreciation and amortisation of \$2.660 million in 2015-16 and \$2.760 million in 2016-17.

Output EBT 1: ACT Policing

Payment to ACT Policing (the ACT branch of the Australian Federal Police) for the provision of police services to the ACT community. These services include the protection of persons and property, crime prevention and detection, maintaining peace and good order and the enforcement of ACT laws.

Accountability Indicators

Output Class 1: Justice Services

Output 1.1: Policy Advice and Justice Programs

Table 16: Accountability Indicators Output 1.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Percentage of legislation requested by the JACS portfolio ministers is developed within timeframes agreed by the JACS portfolio ministers ¹	92%	100%	92%
b. Proportion of surveyed users of restorative justice programs satisfied with service received	97%	97%	97%
c. Number of initiatives that reduce regulatory burden	2	2	2

Note:

1. The accountability indicator has been amended from the "Attorney-General" in 2015-16 to "JACS portfolio ministers" in 2016-17.

Output 1.2: Legal Services to Government

Table 17: Accountability Indicators Output 1.2

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Timely legal services provided by the ACT Government Solicitor: percentage of advices completed within 28 days	86%	84%	85%
b. Timely legal services provided by the ACT Government Solicitor: percentage of urgent court and contentious matters undertaken and completed within courts, tribunal or any applicable statutory timetable	98%	90%	95%
c. Timely legal services provided by the ACT Government Solicitor: percentage of routine court and contentious matters undertaken and completed within courts, tribunal or any applicable statutory timetable	95%	93%	95%
d. High quality legal services provided by the ACT Government Solicitor: percentage of client survey respondents satisfied with quality of advice and representation	95%	97%	95%

Output 1.3: Legislative Drafting and Publishing Services

Table 18: Accountability Indicators Output 1.3

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. High level of client satisfaction for legislative drafting and publishing services by the Parliamentary Counsel's Office: percentage of satisfied client survey respondents	85%	93%	90%
b. Timely legislative drafting and publishing services by the Parliamentary Counsel's Office:			
– Percentage of drafting responses provided within 30-day standard	95%	99%	95%
– Percentage of notifications notified on ACT legislation register on requested notification day	99%	99%	99%
– Percentage of republications of changed legislation published on ACT legislation register on day the change happens	99%	99%	99%

Output 1.4: Public Prosecutions

Table 19: Accountability Indicators Output 1.4

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Percentage of cases where court timetable is met in accordance with Courts' rules	80%	80%	80%
b. Average cost per matter finalised	\$2,632	\$2,632	\$2,632

Output 1.5: Protection of Rights

Table 20: Accountability Indicators Output 1.5

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Human Rights Commission			
a. High level of client satisfaction with Human Rights Commission complaints process:			
– Percentage of survey respondents who consider the process fair, accessible and understandable	75%	80%	75%
– Percentage of complaints concluded within Commission standards	75%	70%	75%
b. High level of community education, information and advice in relation to human rights and (i) services for children and young people, (ii) disability services, (iii) discrimination, (iv) health services, and (v) services for older people:			
– Number of community engagement activities undertaken by the Commission	30	30	30
Public Advocate			
c. The Public Advocate of the ACT's actions towards achieving a caring community where the rights and interests of vulnerable people are protected:			
– Proportion of client survey respondents for whom advocacy services are provided by the Public Advocate of the ACT where a high level of satisfaction is reported ¹	75%	59%	75%
<i>Public Guardianship</i>			
Guardianship clients:			
– Total number of individuals for whom Public Advocate provided guardianship ^{2,3}	210	176	n/a
– Percentage of clients contacted within two weeks of appointment as Guardian of Last Resort ^{3,4}	95%	31%	n/a
<i>Public Advocacy</i>			
Individuals, excluding guardianship clients, brought to the attention of the Public Advocate:			
– Total number of individuals provided with direct advocacy ⁵	500	665	500
– Percentage of clients referred to the Public Advocate for whom a review of the documentation was undertaken	60%	60%	60%
Victim Support ACT			
d. Percentage of referrals to Victim Support ACT or the Victims of Crime Commissioner-actioned within five working days	95%	100%	95%

Note(s):

1. The Public Advocate of the ACT continues to use the new stakeholder survey methodology of an electronic process using survey monkey, rather than a paper based manual process. This electronic process has significantly increased the number of responses and the additional anonymity has allowed people to provide clearer feedback about the services provided.
2. The target for this indicator has been amended to reflect the transfer of the Guardianship function from the Public Advocate of the ACT to the Public Trustee and Guardian (PTG) following the restructure of the Protection of Rights Services with effect from 1 April 2016.

3. These accountability indicators will be discontinued in the 2016-17 Justice and Community Safety Directorate Budget Statement as the Guardian function has transferred to PTG.
4. The lower than target 2015-16 estimated outcome is mainly due to challenges experienced by the Public Advocate of the ACT following significant attrition of senior guardianship staff prior to the restructure of the Protection of Rights Services.
5. The higher than target 2015-16 estimated outcome is mainly due to the additional staff recruited later in the financial year and the prioritisation of direct advocacy services.

Output Class 2: Corrective Services

Output 2.1: Corrective Services

Table 21: Accountability Indicators Output 2.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Completion rates of Community Corrections Orders:			
– The proportion of Community Corrections supervision orders successfully completed within the counting period	80%	75%	80%
– The proportion of Community Corrections reparation orders successfully completed within the counting period ¹	80%	49%	60%
b. Average cost per detainee per day for all detainees ²	\$265	\$290	\$300
c. Average cost per day for community based offenders ³	\$33	\$38	\$39

Note(s):

1. This measure was introduced in 2015-16. The original target (80%) had assumed that completion rates for community corrections reparation orders would be similar to community corrections supervision orders. However, a review of target indicates that, based on the three year average completion rate of community work orders in the ACT, a more appropriate target for this measure is 60%. The 2015-16 Target has been revised to 60%. The 2015-16 estimated outcome is lower than target due to improvements in the monitoring of orders, including the application of stricter rules regarding breach tolerances and more timely identification of breaches.
2. Revised wording to better reflect the performance indicator. The increase in the 2016-17 target reflects the full year impact of the additional accommodation facilities opened at the AMC during 2015-16.
3. The increase in the 2015-16 estimated outcome and 2016-17 target largely reflects implementation of the Intensive Corrections Order.

Output Class 3: Courts and Tribunal

Output 3.1: Courts and Tribunal

Table 22: Accountability Indicators Output 3.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Courts			
a. Number of judicial officers per 100 finalisations	0.12	0.13	0.12
b. Real average civil court fees collected per lodgement – ACT Supreme Court ¹	\$2,290	\$2,800	\$2,900
c. Real average civil court fees collected per lodgement – ACT Magistrates Court ²	\$115	\$200	\$205
d. Cost per finalised criminal case			
– Supreme Court ³	\$16,400	\$22,000	\$20,000
– Magistrates Court	\$1,700	\$1,700	\$1,700
e. Cost per finalised civil case			
– Supreme Court	\$10,100	\$9,700	\$10,100
– Magistrates Court	\$2,100	\$2,100	\$2,150
f. Supreme Court Criminal Case Backlog Indicator – Total number and relative percentage of pending criminal cases for more than ⁴ :			
– 12 months	10%	24%	10%
– 24 months	0%	9%	0%
g. Magistrates Court Criminal Case Backlog Indicator – Total number and relative percentage of pending criminal cases for more than 12 months ⁵	5%	10%	5%
h. Supreme Court Civil Case Backlog Indicator – Total number and relative percentage of pending civil cases for more than ⁶ :			
– 12 months	10%	20%	10%
– 24 months	5%	16%	5%
i. Magistrates Court Civil Case Backlog Indicator – Total number and relative percentage of pending civil cases for more than 12 months ⁷	10%	15%	10%
j. Coroners Court Case Backlog Indicator – Total number and relative percentage of pending cases for more than 12 months	35%	35%	35%
k. Criminal Case Clearance Indicator – Percentage of Supreme Court finalisations, divided by the number of lodgements	100%	105%	100%
l. Criminal Case Clearance Indicator – Percentage of Magistrates Court finalisations, divided by the number of lodgements	100%	100%	100%
m. Civil Case Clearance Indicator – Percentage of Supreme Court finalisations, divided by the number of lodgements	100%	100%	100%
n. Civil Case Clearance Indicator – Percentage of Magistrates Court finalisations, divided by the number of lodgements	100%	100%	100%

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Tribunal			
o. Number of presidential members per 100 finalisations ⁸	0.09	0.11	0.09
p. Real average fees collected per lodgement – ACAT	\$154	\$167	\$180
q. Total number and relative percentage of pending cases in the ACAT for more than 12 months ⁹	5%	2%	5%
r. Clearance Indicator – Percentage of ACAT finalisations, divided by the number of lodgements	100%	100%	100%

Note(s):

1. The estimated outcome is above the target due to a higher number of more complex cases in the period than anticipated. The 2016-17 target has been increased to reflect the indexation of fees and the continuing trend of longer and more complex matters that incur higher fees.
2. The estimated outcome is above the target largely due to a lower number of lodgements and a higher number of longer running matters that incur higher hearing fees than was anticipated when the target was set. The 2016-17 target has been increased to reflect the indexation of fees and the continuing trend of longer and more complex matters that incur higher fees.
3. The estimated outcome is above the target due to a lower number of finalised matters than anticipated. This is because the overall costs of the Supreme Court are fixed so that a lower number of finalisations mean a higher cost per finalised case. The lower number of finalisations is due in part to a number of long and complex trials, and to some trials not proceeding. The 2016-17 target has been increased to reflect the indexation of fees and the continuing trend of a lower number of lodgements but more complex matters.
4. The estimated outcome is above the target as the Supreme Court has continued to give priority to reducing non-appeal criminal matters pending for more than 24 months which means the listing time available for matters less than this age is reduced and they are pending for longer. A number of reserved judgments surrounding criminal appeal matters is likely to lead to a lower rate of finalisations for the ACT Supreme Court for the financial year. This is likely to result in a higher than expected number of older pending criminal cases for the Court. As at 30 June 2015, the backlog of criminal matters had been reduced by 44% over the previous five years. The relative number of pending cases is not likely to substantially increase over the 2015-16 financial year and the appointment of a fifth judge in 2016-17 will reduce the relative size of the criminal backlog in future years.
5. The estimated outcome is above the target due to a higher than expected number of complex cases that require longer hearings and more time to finalise.
6. The estimated outcome is above target as the Supreme Court has continued to give priority to reducing civil matters pending for more than 24 months which means the listing time available for matters less than this age is reduced and they are pending for longer. There has been a general improvement in lowering the backlog figures for non-appeal matters, however, a number of reserved judgments in civil appeal matters are likely to lead to a lower rate of finalisations for the ACT Supreme Court for the financial year. This is likely to result in a higher than expected number of older pending civil cases for the Court. As at 30 June 2015, the backlog of civil matters had been reduced by 60% over the previous five years. The relative number of pending cases is not likely to substantially increase over the 2015-16 financial year and the appointment of a fifth judge in 2016-17 will reduce the relative size of the civil backlog in future years.
7. The estimated outcome is above the target because of the extent of the backlog and a higher than expected number of complex matters that take more time to finalise.
8. The result is greater than the target due to a lower number of finalisations during the period than anticipated by the target. This is mainly due to the resolution of a number of longer running matters during the period.
9. The expected outcome is better than the target because the ACAT has focussed on finalising older cases.

Output Class 4: Emergency Services

Output 4.1: Emergency Services

Table 23: Accountability Indicators Output 4.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Prevention and Preparedness			
a. Desktop audit of ACT Government Directorate Bushfire Operational Plans activity progress reports	100%	100%	100%
b. Field assessment of Access Management Upgrades and Hazard Reduction burns conducted in accordance with Bushfire Operational Plans of ACT Government Directorates	100%	100%	100%
c. Percentage of ESA staff who have completed accredited training in AIIMS ^a	50%	50%	50%
Response and Recovery			
d. Structure Fire incidents responded to within target	90%	93%	90%
e. Road Rescue incidents responded to within target	90%	94%	90%
f. Ambulance priority 1 - Incident Response Time 50 th percentile (minutes)	8	8.4	8
g. Ambulance priority 1 - Incident Response Time 90 th percentile (minutes)	15	14	15
h. Percentage of Patient Transport Service 'fixed booking' attended by booked time ¹	65%	77%	65%
i. Total cost per head of population ²	\$342.14	\$345.21	\$359.91
a. AIIMS – Australasian Inter-Service Incident Management System			

Note(s):

1. The better than target estimated outcome in 'fixed booking' time patient transport reflects the continued specific focus given to type 1 fixed booking in both the Communications Centre and Non Emergency Patient Transport.
2. The 2015-16 target and estimated outcome is based on estimated population of 394,675. The 2016-17 original target is based on an estimated population of 399,899.

Changes to Appropriation

Table 24: Changes to appropriation – Controlled Recurrent Payments

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2015-16 Budget	257,649	254,650	257,802	260,408	260,408
FMA Section 16B Rollovers from 2014-15					
Commonwealth Grants – Bushfire Mitigation	305	-	-	-	-
Justice Reform Strategy	90	-	-	-	-
2016-17 Budget Policy Adjustments					
ACT Corrective Services – Accommodation fit out	-	385	174	180	186
ACT Corrective Services – Information management	(397)	(658)	(479)	(23)	(23)
Digital Canberra – New digital radio communication system	-	-	32	183	188
Eastman Retrial and Related Proceedings	-	3,371	-	-	-
Establish Prison Industries – Extended laundry operations	-	195	197	359	364
Fines Management Feasibility Study	-	712	-	-	-
Improving Justice System Outcomes – Extended Throughcare program	-	1,141	-	-	-
Reforming Emergency Services – Aero-medical services and hangar upgrade	-	197	637	653	670
Reforming Emergency Services – Fyshwick Fire and Rescue Station Upgrade	-	100	-	-	-
Reforming Emergency Services – Improving emergency responses – Website and emergency warning system upgrades	-	125	127	131	135
Reforming Emergency Services – More ambulance services	-	393	600	611	623
Safer Families – Contribution to the Tara Costigan Foundation	-	20	-	-	-
Safer Families – Enhancing access to justice for non-English speakers	-	255	314	323	331
Safer Families – Implementation of the Joint Australian Law Reform Commission and NSW Law Reform Commission Report on Family Violence	-	383	347	358	369
Safer Families – Improving information sharing for government and service delivery agencies	-	15	-	-	-
Safer Families – Risk assessment tool	-	50	-	-	-
Safer Families – Safer families team	-	873	719	732	746
Safer Families – Stronger criminal justice responses	-	355	366	318	324
Supporting Aboriginal and Torres Strait Islander Peoples – Developing life skills through Galambany Court	-	186	-	-	-
Supporting Aboriginal and Torres Strait Islander Peoples – Guidance partner program for Indigenous people	-	98	134	137	139

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	(12)	(12)	(12)	4,095
Revised Superannuation Parameters	-	793	1,718	2,297	2,590
Transfer – Alcohol Interlocks from CMTEDD to JACS	-	200	-	-	-
Transfer – Mental Health Act 2015 from Health to JACS	-	143	147	152	157
Transfer – Guardianship Unit of the Public Advocate of the ACT to Public Trustee and Guardian	(206)	(855)	(883)	(897)	(910)
Transfer – Taxi Review from CMTEDD to JACS	-	9	9	9	9
Revised Funding Profile – Aboriginal Justice Centre	(226)	226	-	-	-
Revised Funding Profile – ACT Road Safety Fund	(335)	335	-	-	-
Revised Funding Profile – Commonwealth Grants - Bushfire Mitigation	(375)	375	-	-	-
Revised Funding Profile - Courts Public Private Partnership	(200)	200	-	-	-
Revised Funding Profile - Emergency Services Agency Station Upgrade and Relocation - Aranda Station	(1,391)	1,391	-	-	-
Revised Funding Profile - Gungahlin Joint Emergency Services Centre - Future Use Study	(80)	80	-	-	-
Revised Funding Profile - Review of Road Safety Cameras	(80)	80	-	-	-
Commonwealth Grants - Legal Assistance Services	-	-	-	-	32
Commonwealth Grants - National Disaster Resilience Program	(1,305)	1,305	-	-	-
Commonwealth Grants - Provision of Fire Fighting Services	-	-	-	-	198
General Savings	-	(2,282)	(3,818)	(3,819)	(3,822)
Courts Public Private Partnership	(2,001)	(3,326)	6,587	17,364	18,128
Remuneration Tribunal - Judiciary and Tribunal	-	192	192	192	192
2016-17 Budget	251,448	261,700	264,910	279,656	285,129

Table 25: Changes to appropriation – Territorial

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2015-16 Budget	160,095	158,683	158,816	158,956	158,956
2016-17 Budget Policy Adjustments					
Making Canberra Even Safer – Protecting ACT Police	-	1,951	761	210	210
Safer Families – Stronger police support for family violence victims	-	281	295	300	304
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	145
Treasurer's Advance – Territorial Legal Expenses	1,447	-	-	-	-
Judges' Remuneration	-	32	232	232	232
Remuneration Tribunal – Judges Pension Scheme	-	18	18	18	18
Territorial Legal Expenses	-	1,440	900	850	800
2016-17 Budget	161,542	162,405	161,022	160,566	160,665

Table 26: Changes to appropriation – Capital Injections, Controlled

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2015-16 Budget	83,929	15,612	10,911	4,740	4,740
FMA Section 16B Rollovers from 2014-15					
ACT Legislation Register Replacement	395	-	-	-	-
Alexander Maconochie Centre	272	-	-	-	-
Alexander Maconochie Centre – Additional Facilities	4,425	-	-	-	-
Alexander Maconochie Centre – Electronic Security System	367	-	-	-	-
Capital Upgrade Program	117	-	-	-	-
Emergency Services Agency Station Upgrade and Relocation – Aranda Station	706	-	-	-	-
ESA – Urban Search and Rescue and Chemical, Biological, Radiological and Nuclear Equipment Replacement	175	-	-	-	-
ESA Station Upgrade and Relocation – South Tuggeranong Station	324	-	-	-	-
ESA Station Upgrade and Relocation Project – Phase 2 Due Diligence	190	-	-	-	-
ESA Vehicle Replacement Program	873	-	-	-	-
New ACT Court Facilities	721	-	-	-	-
Replacement of the Courts and Tribunal ICT Case Management System	444	-	-	-	-
Strengthening Emergency Services Agency's response capability – Improving TRN and CAD Replacement program	2,895	-	-	-	-

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2016-17 Budget Policy Adjustments					
ACT Corrective Services – Accommodation fit out	-	1,636	-	-	-
ACT Corrective Services – Information management	-	1,732	3,467	-	-
Alexander Maconochie Centre – Building upgrade	-	1,250	-	-	-
Digital Canberra – New digital radio communication system	-	516	2,175	-	-
Making Canberra Even Safer – Improved CCTV coverage	-	376	-	-	-
Reforming Emergency Services – Aero-medical services and hangar upgrade	-	395	-	-	-
Reforming Emergency Services – Fyshwick Fire and Rescue Station upgrade	-	602	-	-	-
Reforming Emergency Services – Guises Creek Rural Fire Station upgrade	-	220	-	-	-
Reforming Emergency Services – More ambulance services	-	236	-	-	-
Reforming Emergency Services – New SES station for Tuggeranong	-	1,667	1,089	-	-
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	38
Revised Funding Profile – ACT Corrective Services Information Management Solution	(887)	887	-	-	-
Revised Funding Profile – ACT Legislation Register Replacement	(1,167)	1,167	-	-	-
Revised Funding Profile – Alexander Maconochie Centre – Additional Facilities	(8,680)	8,280	400	-	-
Revised Funding Profile – Emergency Services Agency Station Upgrade and Relocation - Aranda Station	(1,737)	1,737	-	-	-
Revised Funding Profile – ESA Station Upgrade and Relocation Project – Phase 2 Due Diligence	(1,120)	720	400	-	-
Revised Funding Profile – ESA Vehicle Replacement Program	(851)	851	-	-	-
Revised Funding Profile – Replacement of the Courts and Tribunal ICT Case Management System	(3,444)	1,001	2,443	-	-
Revised Funding Profile – Strengthening Emergency Services – Greenway Ambulance Station	(80)	80	-	-	-
Revised Funding Profile – Strengthening Emergency Services – Territory Radio Network upgrade – Phase 2 and 3	(510)	510	-	-	-
Revised Funding Profile – Strengthening Emergency Services – Upgrade of facilities	(18)	18	-	-	-
Revised Funding Profile – Strengthening Emergency Services Agency's response capability – Improving TRN and CAD Replacement program	(2,959)	2,959	-	-	-

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Savings – ACT Court Facilities Early Works Package	(10,662)	2,851	1,361	181	-
Courts Public Private Partnership	-	-	4,670	2,463	1,968
Judges' Remuneration	-	386	-	-	-
2016-17 Budget	63,718	45,689	26,916	7,384	6,746

Table 27: Changes to appropriation—Capital Injections, Territorial

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2015-16 Budget	252	258	264	271	271
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters					7
2016-17 Budget	252	258	264	271	278

Summary of 2016-17 Agency Infrastructure Program

Table 28: 2016-17 Infrastructure Program

	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000	Four Year Investment \$'000
Capital Works Program					
New Works					
ACT Corrective Services – Accommodation fit out	1,636	-	-	-	1,636
Alexander Maconochie Centre – Building upgrade	1,250	-	-	-	1,250
Reforming Emergency Services – Aero-medical services and hangar upgrade	395	-	-	-	395
Reforming Emergency Services – Fyshwick Fire and Rescue Station upgrade	602	-	-	-	602
Strengthening Emergency Services – Guises Creek Rural Fire Station upgrade	220	-	-	-	220
Reforming Emergency Services – New SES station for Tuggeranong	1,667	1,089	-	-	2,756
Total New Works	5,770	1,089	-	-	6,859
Capital Upgrades Program					
Directorate Projects	1,468	1,505	1,543	1,581	6,097
Territorial Projects	258	264	271	278	1,071
Total Capital Upgrades Program	1,726	1,769	1,814	1,859	7,168
Works in Progress					
Alexander Maconochie Centre Detainee Industries and Activities Enhancement Project	8,280	400	-	-	8,680
Courts Public Private Partnership (PPP) – (Formerly called ACT Court Facilities Early Works Package)	3,692	2,004	181	-	5,877
Emergency Services Agency (ESA) Station Upgrade and Relocation – Aranda Station	1,868	-	-	-	1,868
ESA – Station Relocation and Upgrade – Phase 2 Due Diligence	720	400	-	-	1,120
Gungahlin Joint Emergency Services Centre – Future use study	80	-	-	-	80
New ACT Court Facilities	168	170	-	-	338
Strengthening Emergency Services – Greenway Ambulance Station	80	-	-	-	80
Strengthening Emergency Services – Upgrade of facilities	18	-	-	-	18
Total Works in Progress	14,906	2,974	181	-	18,061
Total Capital Works Program	22,401	5,832	1,995	1,859	32,088

	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000	Four Year Investment \$'000
Information and Communication Technology (ICT)					
New Works					
ACT Corrective Services – Information management	1,732	3,467	-	-	5,199
Digital Canberra – New digital radio communication system	516	2,175	-	-	2,691
Making Canberra Even Safer – Improved CCTV coverage	376	-	-	-	376
Total New Works	2,624	5,642	-	-	8,266
Work In Progress					
ACT Corrective Services Information Management Solution	1,424	876	-	-	2,300
ACT Legislation Register Replacement	2,439	474	-	-	2,913
Replacement of the Courts and Tribunal ICT Case Management System	3,400	2,443	-	-	5,843
Strengthening Emergency Services – Territory Radio Network upgrade – Phase 2 and 3	7,690	5,042	-	-	12,732
Strengthening Emergency Services Agency's response capability – Improving TRN and CAD Replacement program	2,959	-	-	-	2,959
Total Work In Progress	17,912	8,835	-	-	26,747
Total ICT	20,536	14,477	-	-	35,013
Property, Plant and Equipment (PPE)					
New Works					
Reforming Emergency Services – More ambulance services	236	-	-	-	236
Total New Works	236	-	-	-	236
Work In Progress					
ESA Vehicle Replacement Program	2,356	2,090	2,011	2,011	8,468
ESA – Urban Search and Rescue and Chemical, Biological, Radiological and Nuclear Equipment Replacement	111	111	111	111	444
Total Work In Progress	2,467	2,201	2,122	2,122	8,912
Total PPE	2,703	2,201	2,122	2,122	9,148
Total Infrastructure Program	45,641	22,510	4,117	3,981	76,249

Financial Statements

Table 29: Justice and Community Safety Directorate: Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income							
Revenue							
257,649	Controlled Recurrent Payments	251,448	261,700	4	264,910	279,656	285,129
9,021	User Charges - Non ACT Government	11,594	11,604	..	12,068	12,378	12,735
3,464	User Charges - ACT Government	7,852	3,798	-52	3,916	4,025	4,156
8,526	Other Revenue	10,631	9,904	-7	10,248	10,564	10,897
260	Resources Received Free of Charge	450	9,081	#	405	416	426
278,920	Total Revenue	281,975	296,087	5	291,547	307,039	313,343
Gains							
0	Other Gains	27,413	0	-100	0	0	0
0	Total Gains	27,413	0	-100	0	0	0
278,920	Total Income	309,388	296,087	-4	291,547	307,039	313,343
Expenses							
176,842	Employee Expenses	183,611	190,255	4	182,482	184,314	187,074
24,154	Superannuation Expenses	24,184	26,119	8	26,924	27,573	28,246
71,268	Supplies and Services	69,627	73,605	6	73,430	79,420	81,676
23,938	Depreciation and Amortisation	20,365	27,330	34	30,336	35,122	35,495
267	Borrowing Costs	56	55	-2	5,479	12,467	12,965
4,413	Grants and Purchased Services	3,819	4,323	13	1,259	1,244	1,302
1,366	Other Expenses	2,062	2,091	1	2,148	2,206	2,265
302,248	Total Expenses	303,724	323,778	7	322,058	342,346	349,023
-23,328	Operating Result	5,664	-27,691	-589	-30,511	-35,307	-35,680
-23,328	Total Comprehensive Income	5,664	-27,691	-589	-30,511	-35,307	-35,680

Table 30: Justice and Community Safety Directorate: Balance Sheet

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Current Assets							
14,511	Cash and Cash Equivalents	10,346	10,665	3	10,114	9,621	9,128
9,112	Receivables	20,617	20,654	..	20,691	20,728	20,765
165	Assets Held for Sale	50	50	-	50	50	50
1,515	Other Current Assets	1,961	1,961	-	1,961	1,961	1,961
25,303	Total Current Assets	32,974	33,330	1	32,816	32,360	31,904
Non Current Assets							
347,753	Property, Plant and Equipment	380,953	380,095	..	470,734	505,972	481,434
11,459	Intangibles	7,387	23,899	224	42,848	41,107	39,366
52,707	Capital Works in Progress	29,678	35,607	20	26,931	15,025	10,865
411,919	Total Non Current Assets	418,018	439,601	5	540,513	562,104	531,665
437,222	TOTAL ASSETS	450,992	472,931	5	573,329	594,464	563,569
Current Liabilities							
3,276	Payables	10,811	11,021	2	11,235	11,449	11,663
1,092	Finance Leases	7	338	#	1,533	2,305	2,471
61,268	Employee Benefits	69,001	69,727	1	69,968	70,267	70,566
620	Other Provisions	432	505	17	578	651	724
0	Other Liabilities	970	970	-	970	970	970
66,256	Total Current Liabilities	81,221	82,561	2	84,284	85,642	86,394
Non Current Liabilities							
1,504	Finance Leases	59	2,825	#	105,331	153,265	150,786
3,571	Employee Benefits	2,872	2,707	-6	2,471	2,237	2,003
1,925	Other Non-Current Provisions	1,675	1,675	-	1,675	1,675	1,675
7,000	Total Non Current Liabilities	4,606	7,207	56	109,477	157,177	154,464
73,256	TOTAL LIABILITIES	85,827	89,768	5	193,761	242,819	240,858
363,966	NET ASSETS	365,165	383,163	5	379,568	351,645	322,711
REPRESENTED BY FUNDS EMPLOYED							
309,792	Accumulated Funds	303,303	321,301	6	317,706	289,783	260,849
54,174	Reserves	61,862	61,862	-	61,862	61,862	61,862
363,966	TOTAL FUNDS EMPLOYED	365,165	383,163	5	379,568	351,645	322,711

Table 31: Justice and Community Safety Directorate: Statement of Changes in Equity

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Opening Equity							
249,191	Opening Accumulated Funds	233,931	303,303	30	321,301	317,706	289,783
54,174	Opening Asset Revaluation Reserve	61,862	61,862	-	61,862	61,862	61,862
303,365	Balance at the Start of the Reporting Period	295,793	365,165	23	383,163	379,568	351,645
Comprehensive Income							
-23,328	Operating Result for the Period	5,664	-27,691	-589	-30,511	-35,307	-35,680
-23,328	Total Comprehensive Income	5,664	-27,691	-589	-30,511	-35,307	-35,680
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
83,929	Capital Injections	63,718	45,689	-28	26,916	7,384	6,746
0	Inc/Dec in Net Assets due to Admin Restructure	-10	0	100	0	0	0
83,929	Total Transactions Involving Owners Affecting Accumulated Funds	63,708	45,689	-28	26,916	7,384	6,746
Closing Equity							
309,792	Closing Accumulated Funds	303,303	321,301	6	317,706	289,783	260,849
54,174	Closing Asset Revaluation Reserve	61,862	61,862	-	61,862	61,862	61,862
363,966	Balance at the End of the Reporting Period	365,165	383,163	5	379,568	351,645	322,711

Table 32: Justice and Community Safety Directorate: Cash Flow Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
257,649	Controlled Recurrent Payments	251,448	261,700	4	264,910	279,656	285,129
10,928	User Charges	17,969	13,851	-23	14,356	14,558	14,869
12,581	Other Receipts	14,606	13,214	-10	13,588	14,074	14,535
281,158	Operating Receipts	284,023	288,765	2	292,854	308,288	314,533
Payments							
183,800	Related to Employees	190,003	180,977	-5	182,444	184,215	186,976
24,364	Related to Superannuation	24,394	26,119	7	26,924	27,573	28,246
70,722	Related to Supplies and Services	68,035	72,090	6	72,034	78,019	80,274
267	Borrowing Costs	267	273	2	5,702	12,696	13,194
5,000	Grants and Purchased Services	4,406	4,910	11	1,846	1,831	1,889
4,470	Other	4,470	4,463	..	4,455	4,447	4,447
288,623	Operating Payments	291,575	288,832	-1	293,405	308,781	315,026
-7,465	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-7,552	-67	99	-551	-493	-493
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
67,411	Purchase of Property, Plant and Equipment and Capital Works	52,161	23,996	-54	7,025	3,703	3,560
16,518	Purchase of Land and Intangibles	11,557	21,307	84	15,221	1,218	1,218
83,929	Investing Payments	63,718	45,303	-29	22,246	4,921	4,778
-83,929	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-63,718	-45,303	29	-22,246	-4,921	-4,778
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
83,929	Capital Injections from Government	63,718	45,689	-28	26,916	7,384	6,746
83,929	Financing Receipts	63,718	45,689	-28	26,916	7,384	6,746
Payments							
0	Payment of Finance Leases	0	0	-	4,670	2,463	1,968
0	Payment of Transferred Cash Balances	10	0	-100	0	0	0
0	Financing Payments	10	0	-100	4,670	2,463	1,968
83,929	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	63,708	45,689	-28	26,916	7,384	6,746
-7,465	NET INCREASE / (DECREASE) IN CASH HELD	-7,562	319	104	-551	-493	-493
21,976	CASH AT THE BEGINNING OF REPORTING PERIOD	17,908	10,346	-42	10,665	10,114	9,621
14,511	CASH AT THE END OF REPORTING PERIOD	10,346	10,665	3	10,114	9,621	9,128

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- controlled recurrent payments:
 - the decrease of \$6.201 million in the 2015-16 estimated outcome from the original budget is mainly due to the net rollovers of program funding (\$3.597 million), savings due to cessation of rental payment following transfer of the Magistrates Court assets to the Directorate (\$2.397 million), and transfer of the Guardianship function to Public Trustee and Guardian (PTG) from 1 April 2016 (\$0.206 million); and
 - the increase of \$10.252 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to new initiatives (\$8.716 million) and net rollovers of program funding (\$2.548 million); partially offset by other net adjustments.
- user charges – non ACT Government: the increase of \$2.573 million in the 2015-16 estimated outcome from the original budget is mainly due to higher than expected revenues associated with the Emergency Services Agency.
- user charges – ACT Government: the increase of \$4.388 million in the 2015-16 estimated outcome and the decrease of \$4.054 million in the 2016-17 Budget are mainly due to higher than expected client funded services by the ACT Government Solicitor’s Office in 2015-16.
- other revenue: the increase of \$2.105 million in the 2015-16 estimated outcome from the original budget is mainly due to higher than expected recoveries by the Emergency Services Agency and grant and other cost recovery revenue; and
- resources received free of charge: the increase of \$8.631 million in the 2016-17 Budget is due to the change in funding arrangement from Government Payment for Outputs to Resources Received Free of Charge for workers compensation supplementation.
- other gains: the increase of \$27.413 million in the 2015-16 estimated outcome from the original budget is due to the transfer of the Magistrate Court asset from Chief Minister, Treasury and Economic Development Directorate (CMTEDD).
- employee expenses:
 - the increase of \$6.769 million in the 2015-16 estimated outcome from the original budget is mainly due to workers compensation premium increase (\$1.201 million) and realignment of wages and salaries expenses to expected outcome; and
 - the increase of \$6.644 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to new initiatives (\$3.346 million), net impact of workers compensation supplementation (\$1.4 million), wage agreement increases and other net adjustments.

- superannuation expenses: the increase of \$1.935 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to new initiatives (\$0.330 million), revised superannuation rate (\$0.429 million) and wages agreement increase.
- supplies and services:
 - the decrease of \$1.641 million in the 2015-16 estimated outcome from the original budget is mainly due to Magistrate Court rent expense savings (\$2.397 million), net rollovers (\$2.292 million), partially offset by realignment of supplies and services to expected outcome; and
 - the increase of \$3.978 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to new initiatives (\$4.846 million) and net rollovers of program funding (\$2.731 million); partially offset by Magistrate Court rent expense savings (\$1.770 million), net impact of prior year initiatives, saving measures and other adjustments.
- depreciation and amortisation:
 - the decrease of \$3.573 million in the 2015-16 estimated outcome from the original budget is mainly due to the reprofiling of capital projects to 2016-17; and
 - the increase of \$6.965 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the expected completion of capital works and asset purchases.

Balance Sheet

- receivables: the increase of \$11.505 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow-on impact of higher receivables from the 2014-15 audited outcome.
- non current assets:
 - the increase of \$6.099 million in the 2015-16 estimated outcome from the original budget is mainly due to transfer of the Magistrate Courts from CMTEDD (\$27.413 million); partially offset by net reduction in 2015-16 for the ACT Law Courts Early Work package (\$10.622 million), net capital project rollovers (\$10.312 million) and other adjustments; and
 - the increase of \$21.583 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to new initiatives (\$12.067 million) and the re-profiling of capital projects to the 2016-17 financial year.
- payables: the increase of \$7.535 million in the 2015-16 estimated outcome from the original budget is mainly due to the 2014-15 audited outcome flow-on effects.
- current and non current finance leases:
 - the decrease of \$2.530 million in the 2015-16 estimated outcome from the original budget predominately relates to the change in the whole-of-government car leasing

arrangements with SG Fleet from finance leases to operating leases from April 2015;
and

- the increase of \$3.097 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to new lease arrangement for the office of ACT Corrective Services.
- current and non current employee benefits: the increase of \$7.034 million in the 2015-16 estimated outcome is mainly due to the 2014-15 audited outcome flow-on effects (\$6.633 million) and impact of the discount rate on the long services leave liability (\$0.478 million).

Statement of Changes in Equity

- capital injections:
 - the decrease of \$20.211 million in the 2015-16 estimated outcome from the original budget is mainly due to the reduction of \$10.622 million in 2015-16 for the ACT Court Facilities Early Work package and net capital project rollovers (\$9.549 million);
and
 - the decrease of \$18.029 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the completion of capital projects, partially offset by net rollover of capital projects from 2015-16 and new 2016-17 capital initiatives.

Cash Flow Statement

Variations in the Statement are explained in the notes above.

Table 33: Justice and Community Safety Directorate: Statement of Income and Expenses on behalf of the Territory

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Revenue							
160,095	Payment for Expenses on Behalf of the Territory	161,542	162,405	1	161,022	160,566	160,665
5,855	Taxes, Fees and Fines	6,677	5,134	-23	5,326	5,504	5,689
1,733	Other Revenue	1,863	3,206	72	2,725	2,737	2,753
167,683	Total Revenue	170,082	170,745	..	169,073	168,807	169,107
Expenses							
986	Employee Expenses	986	1,044	6	1,252	1,264	1,277
159,109	Supplies and Services	160,556	161,361	1	159,770	159,302	159,388
2,960	Depreciation and Amortisation	2,660	2,760	4	2,760	2,760	2,760
314	Other Expenses	1,564	514	-67	514	514	514
7,274	Transfer Expenses	6,976	7,826	12	7,537	7,727	7,928
170,643	Total Expenses	172,742	173,505	..	171,833	171,567	171,867
-2,960	Operating Result	-2,660	-2,760	-4	-2,760	-2,760	-2,760
-2,960	Total Comprehensive Income	-2,660	-2,760	-4	-2,760	-2,760	-2,760

Table 34: Justice and Community Safety Directorate: Statement of Assets and Liabilities on behalf of the Territory

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Current Assets							
282	Cash and Cash Equivalents	149	149	-	149	149	149
2,261	Receivables	3,708	3,708	-	3,708	3,708	3,708
2,543	Total Current Assets	3,857	3,857	-	3,857	3,857	3,857
Non Current Assets							
71,805	Property, Plant and Equipment	75,255	72,753	-3	70,257	67,768	65,286
15	Capital Works in Progress	62	62	-	62	62	62
71,820	Total Non Current Assets	75,317	72,815	-3	70,319	67,830	65,348
74,363	TOTAL ASSETS	79,174	76,672	-3	74,176	71,687	69,205
Current Liabilities							
1	Payables	8	8	-	8	8	8
3	Employee Benefits	26	26	-	26	26	26
3,141	Other Liabilities	3,047	3,047	-	3,047	3,047	3,047
3,145	Total Current Liabilities	3,081	3,081	-	3,081	3,081	3,081
3,145	TOTAL LIABILITIES	3,081	3,081	-	3,081	3,081	3,081
71,218	NET ASSETS	76,093	73,591	-3	71,095	68,606	66,124
REPRESENTED BY FUNDS EMPLOYED							
50,621	Accumulated Funds	52,384	49,882	-5	47,386	44,897	42,415
20,597	Reserves	23,709	23,709	-	23,709	23,709	23,709
71,218	TOTAL FUNDS EMPLOYED	76,093	73,591	-3	71,095	68,606	66,124

Table 35: Justice and Community Safety Directorate: Statement of Changes in Equity on behalf of the Territory

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Opening Equity							
53,329	Opening Accumulated Funds	54,792	52,384	-4	49,882	47,386	44,897
20,597	Opening Asset Revaluation Reserve	23,709	23,709	-	23,709	23,709	23,709
73,926	Balance at the Start of the Reporting Period	78,501	76,093	-3	73,591	71,095	68,606
Comprehensive Income							
-2,960	Operating Result for the Period	-2,660	-2,760	-4	-2,760	-2,760	-2,760
-2,960	Total Comprehensive Income	-2,660	-2,760	-4	-2,760	-2,760	-2,760
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
252	Capital Injections	252	258	2	264	271	278
252	Total Transactions Involving Owners Affecting Accumulated Funds	252	258	2	264	271	278
Closing Equity							
50,621	Closing Accumulated Funds	52,384	49,882	-5	47,386	44,897	42,415
20,597	Closing Asset Revaluation Reserve	23,709	23,709	-	23,709	23,709	23,709
71,218	Balance at the End of the Reporting Period	76,093	73,591	-3	71,095	68,606	66,124

Table 36: Justice and Community Safety Directorate: Cash Flow Statement on behalf of the Territory

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
160,095	Cash from Government for EBT	161,542	162,405	1	161,022	160,566	160,665
5,855	Taxes, Fees and Fines	5,427	4,935	-9	5,126	5,304	5,489
2,307	Other Receipts	2,437	3,780	55	3,299	3,311	3,327
168,257	Operating Receipts	169,406	171,120	1	169,447	169,181	169,481
Payments							
1,024	Related to Employees	986	1,044	6	1,252	1,264	1,277
159,109	Related to Supplies and Services	160,556	161,361	1	159,770	159,302	159,388
574	Other	574	574	-	574	574	574
7,588	Territory Receipts to Government	7,290	8,141	12	7,851	8,041	8,242
168,295	Operating Payments	169,406	171,120	1	169,447	169,181	169,481
-38	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	0	0	-	0	0	0
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
252	Purchase of Property, Plant and Equipment and Capital Works	252	258	2	264	271	278
252	Investing Payments	252	258	2	264	271	278
-252	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-252	-258	-2	-264	-271	-278
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
252	Capital Injections from Government	252	258	2	264	271	278
252	Financing Receipts	252	258	2	264	271	278
252	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	252	258	2	264	271	278
-38	NET INCREASE / (DECREASE) IN CASH HELD	0	0	-	0	0	0
320	CASH AT THE BEGINNING OF REPORTING PERIOD	149	149	-	149	149	149
282	CASH AT THE END OF REPORTING PERIOD	149	149	-	149	149	149

Notes to the Territorial Budget Statements

Statement of Income and Expenses on Behalf of the Territory

- payment for expenses on behalf of the Territory
 - the increase of \$1.447 million in the 2015-16 estimated outcome is due to additional Treasurer's Advance funding to meet legal related expenses on behalf of the Territory.
 - the increase of \$0.863 million from the 2015-16 estimated outcome is mainly due to new budget initiatives (\$2.264 million) partially offset by prior year budget saving measures (\$1.606 million).
- taxes, fees and fines:
 - the increase of \$0.822 million in the 2015-16 estimated outcome from the original budget is mainly due to higher than expected Courts fines (\$1.820 million), partially offset by decrease in traffic infringement fines (\$0.620 million) and Court related fees and charges (\$0.255 million); and
 - the decrease of \$1.543 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to one-off Courts fines in 2015-16 (\$1.820 million) slightly offset by indexation.
- supplies & services: the increase of \$1.447 million in the 2015-16 estimated outcome is due to higher Territorial legal related expenses.
- other expenses: the increase of \$1.250 million in the 2015-16 estimated outcome and the decrease of \$1.050 million in the 2016-17 Budget are mainly due to one-off impairment of Courts fines receivable in 2015-16.
- transfer expenses: the increase of \$0.850 million in the 2016-17 Budget from the 2015-16 estimated outcome reflects higher estimated Territorial revenue from insurance and other legal cost recoveries partially offset by lower taxes, fees and fines revenue as explained above.

Statement of Assets and Liabilities on Behalf of the Territory

- property, plant and equipment: the increase of \$3.450 million in the 2015-16 estimated outcome from the 2015-16 Budget mainly reflects revaluation increment arising from June 2015 revaluation.

Table 37: Justice Services: Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income							
Revenue							
49,289	Controlled Recurrent Payments	47,227	54,372	15	47,455	48,268	49,159
253	User Charges - Non ACT Government	197	183	-7	168	149	157
3,393	User Charges - ACT Government	7,770	3,723	-52	3,834	3,941	4,069
1,114	Other Revenue	1,430	1,083	-24	1,108	1,141	1,181
0	Resources Received Free of Charge	0	97	#	0	0	0
54,049	Total Revenue	56,624	59,458	5	52,565	53,499	54,566
54,049	Total Income	56,624	59,458	5	52,565	53,499	54,566
Expenses							
31,388	Employee Expenses	35,341	33,635	-5	33,072	33,373	33,904
4,806	Superannuation Expenses	4,700	5,219	11	5,310	5,444	5,586
13,274	Supplies and Services	13,774	16,815	22	13,440	13,934	14,273
2,620	Depreciation and Amortisation	1,772	2,285	29	2,915	3,156	3,156
49	Borrowing Costs	12	12	-	12	12	12
4,323	Grants and Purchased Services	3,353	4,233	26	1,168	1,153	1,211
19	Other Expenses	19	19	-	20	78	80
56,479	Total Ordinary Expenses	58,971	62,218	6	55,937	57,150	58,222
-2,430	Operating Result	-2,347	-2,760	-18	-3,372	-3,651	-3,656

Table 38: Corrective Services: Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income							
Revenue							
65,247	Controlled Recurrent Payments	64,850	64,656	..	65,954	66,318	67,452
57	Other Revenue	35	56	60	57	59	61
0	Resources Received Free of Charge	0	2,728	#	0	0	0
65,304	Total Revenue	64,885	67,440	4	66,011	66,377	67,513
65,304	Total Income	64,885	67,440	4	66,011	66,377	67,513
Expenses							
44,924	Employee Expenses	43,692	48,128	10	45,388	45,286	45,875
4,880	Superannuation Expenses	4,927	5,168	5	5,316	5,392	5,509
14,888	Supplies and Services	15,915	14,533	-9	15,543	15,935	16,368
6,469	Depreciation and Amortisation	6,385	8,869	39	9,038	10,531	10,531
38	Borrowing Costs	0	0	-	0	0	0
89	Grants and Purchased Services	341	89	-74	90	90	90
71,288	Total Ordinary Expenses	71,260	76,787	8	75,375	77,234	78,373
-5,984	Operating Result	-6,375	-9,347	-47	-9,364	-10,857	-10,860

Table 39: Courts and Tribunal: Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income							
Revenue							
28,503	Controlled Recurrent Payments	26,302	28,367	8	37,383	48,730	50,079
926	User Charges - Non ACT Government	862	945	10	975	1,011	1,047
71	User Charges - ACT Government	82	75	-9	82	84	87
6,163	Other Revenue	6,441	6,558	2	6,776	7,012	7,256
260	Resources Received Free of Charge	450	522	16	405	416	426
35,923	Total Revenue	34,137	36,467	7	45,621	57,253	58,895
Gains							
0	Other Gains	27,413	0	-100	0	0	0
0	Total Gains	27,413	0	-100	0	0	0
35,923	Total Income	61,550	36,467	-41	45,621	57,253	58,895
Expenses							
20,279	Employee Expenses	21,023	22,715	8	22,583	22,980	23,411
2,634	Superannuation Expenses	2,576	2,885	12	2,918	2,997	3,075
13,322	Supplies and Services	11,493	11,330	-1	15,162	19,326	19,962
3,156	Depreciation and Amortisation	2,031	3,914	93	5,501	7,865	8,238
57	Borrowing Costs	0	0	-	5,424	12,412	12,909
0	Grants and Purchased Services	124	0	-100	0	0	0
39,448	Total Ordinary Expenses	37,247	40,844	10	51,588	65,580	67,595
-3,525	Operating Result	24,303	-4,377	-118	-5,967	-8,327	-8,700

Table 40: Emergency Services: Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income							
Revenue							
114,610	Controlled Recurrent Payments	113,069	114,305	1	114,118	116,340	118,439
7,842	User Charges - Non ACT Government	10,535	10,476	-1	10,925	11,218	11,531
1,192	Other Revenue	2,725	2,207	-19	2,307	2,352	2,399
0	Resources Received Free of Charge	0	5,734	#	0	0	0
123,644	Total Revenue	126,329	132,722	5	127,350	129,910	132,369
123,644	Total Income	126,329	132,722	5	127,350	129,910	132,369
Expenses							
80,251	Employee Expenses	83,555	85,777	3	81,439	82,675	83,884
11,834	Superannuation Expenses	11,981	12,847	7	13,380	13,740	14,076
29,784	Supplies and Services	28,445	30,927	9	29,285	30,225	31,073
11,693	Depreciation and Amortisation	10,177	12,262	20	12,882	13,570	13,570
123	Borrowing Costs	44	43	-2	43	43	44
1	Grants and Purchased Services	1	1	-	1	1	1
1,347	Other Expenses	2,043	2,072	1	2,128	2,128	2,185
135,033	Total Ordinary Expenses	136,246	143,929	6	139,158	142,382	144,833
-11,389	Operating Result	-9,917	-11,207	-13	-11,808	-12,472	-12,464

Legal Aid Commission (ACT)

As a result of the 2015 amendments to the *Financial Management Act 1996*, the budget statement for the Legal Aid Commission (ACT) is its Statement of Intent.

Legal Aid Commission (ACT) - Statement of Intent

The Legal Aid Commission (ACT) (the Commission) is a Territory Authority established under the *Legal Aid Act 1977*.

This Statement of Intent for 2016-17 has been prepared in accordance with Section 61 of the *Financial Management Act 1996*.


The responsible Minister, Mr Simon Corbell MLA, was consulted during the preparation of the Statement of Intent.

The Statement of Intent, which focuses on the 2016-17 Budget year, has been developed in the context of a four year forward planning horizon to be incorporated, as far as practicable, into the Commission's strategic and business planning processes.

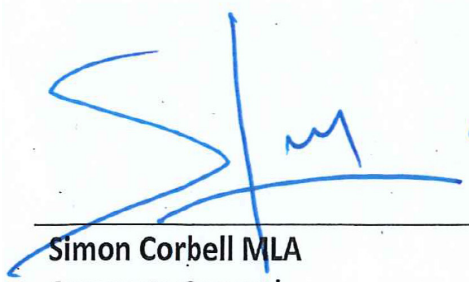
The Commission's 2016-17 Statement of Intent has been agreed between:



John Boersig
Chief Executive Officer
Legal Aid Commission (ACT)



Andrew Barr MLA
Treasurer



Simon Corbell MLA
Attorney-General

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Purpose

The Legal Aid Commission (ACT) (the Commission) is established by the *Legal Aid Act 1977* (the Act). The primary purpose of the Commission is to provide vulnerable and disadvantaged Australians with access to justice through a range of legal aid services. These services are delivered through in-house legal and paralegal staff and private legal practitioners.

Nature and Scope of Activities

General Activities

The Commission seeks to improve access by vulnerable and disadvantaged people to the justice system by providing a range of legal services through in-house legal and paralegal staff and lawyers in private practice.

The services provided by the Commission in 2015-16 are wide-ranging and encompass the provision of information and referrals, legal advice and minor legal assistance, advocacy, duty lawyer services, grants of legal assistance, dispute resolution services, community legal education programs and submissions on law reform issues.

Following negotiations between the Territory and Commonwealth Governments a new National Partnership Agreement (NPA) 2015 -2020 came into force. This NPA has brought a number of changes, and in light of this agreement the services offered by the Commission are redescribed below.

Discrete Assistance

Discrete Assistance is the provision of unbundled, individual, legal and non-legal services to service users. These intermittent services differ from Representation Services, where the Commission takes carriage of a matter in an ongoing, representative capacity.

Discrete Assistance may be provided at any location (for example, in the Commission's office or in an outreach location). They may also be delivered in a range of modes including in person, telephone, letter, video conference, online chat, email, mail or fax.

Information Services

An Information Service is the provision of information to a service user in response to an enquiry about the law, legal systems and processes, or legal and other support services to assist in the resolution of legal and related problems. The information provided is of general application.

An Information Service involves a direct communication and/or a provision of material by the Commission to a service user. Information Services do not include administrative tasks such as booking appointments for legal advice sessions or information obtained from the Commission's website.

Information about the law and the legal system is provided by the Commission to individuals and community groups. It is information of general application about legal rights and responsibilities, court and tribunal processes, alternative ways of resolving disputes, the availability of financial assistance and other legal assistance services. It includes referral to other community services appropriate to people's needs.

Information and referral is provided through the Legal Aid Helpdesk and by other Commission staff in person at the Commission's office and at courts, outreach services and by telephone through the Legal Aid Helpline.

Information is also provided through the Commission's website, by dissemination of written materials about common legal issues to individuals and organisations, and by attendance at information hubs and other public events.

If the Commission cannot help a person because their problem is not a legal problem, or because another legal service is better placed to assist them, a referral of the person to an appropriate service is facilitated.

Referral

A Referral is when the Commission determines that a service user can be assisted by another individual or organisation and provides the user with the contact details for that service.

A Referral may be recorded as either a simple referral or a facilitated referral.

Legal Advice

A Legal Advice service is the provision of fact-specific legal advice to a service user in response to a request for assistance to resolve specific legal problems.

Legal advice is specific advice of a legal nature concerning a person's individual circumstances. It includes analysis of the options available to a person to resolve a legal matter. Legal advice is provided free of charge in face-to-face interviews arranged through the Commission's Legal Aid Helpdesk, at specialist Legal Aid Clinics (such as migration, employment, and small business clinics), the Youth Law Centre and at outreach services such as the Prisoners Legal Service and at Communities at Work. Legal Advice services are usually limited to half an hour but may be extended for up to two hours at the discretion of the adviser. Legal Advice is provided free of charge in relation to a range of legal matters, including:

- criminal and traffic charges;
- family separation, parenting and property disputes;
- domestic violence and personal protection;
- mental health;

- victims of crime assistance;
- contract and debt;
- employment; and
- administrative decisions.

Non-Legal Support

A Non-Legal Support service is provided by an appropriately qualified person (either through an internal or external appointment) to a service user in response to a request for assistance to resolve specific, non-legal problems. Examples include general counselling, financial counselling, trauma-informed counselling, Aboriginal and Torres Strait Islander community liaison, and mental health assessments and support.

Non-Legal Support services may be recorded as either a Discrete or an Ongoing Non-Legal Support service.

Legal Task

A Legal Task is where the Commission completes a discrete piece of legal work to assist a service user to resolve a problem or a particular stage of a problem. Examples of a Legal Task include:

- preparation or assistance with the drafting of documents;
- writing a submission letter to the Police to negotiate charges;
- writing a letter to another party asking them to do something or stop doing something; and
- advocating on behalf of a service user without taking ongoing carriage of the matter.

If the Commission takes carriage of a matter in an ongoing, representative capacity, including representing a service user in court or tribunal proceedings, this is no longer a Legal Task but a Representation Service.

Facilitated Resolution Process

Facilitated Resolution Processes include specific processes that are aimed at resolving disputes without going to court. This category is relevant for the process only. The actual representation of a service user within a Facilitated Resolution Process is defined as a Dispute Resolution Service.

A Facilitated Resolution Process is where the Commission conducts an activity (for example a conference) to assist the parties to resolve or narrow issues in dispute. Generally, a Facilitated Resolution Process will involve a screening process and the provision of an independent, suitably qualified professional to facilitate resolution of the issues in dispute.

A Facilitated Resolution Process may be provided in person at any location or by telephone or videoconference.

There are a number of activity types within this Service Category including screening, arbitration, conferences and mediation.

The Commission provides a lawyer-assisted model of alternative dispute resolution in family law and child protection matters with the objective of settling disputes at an early stage without the need for recourse to the courts.

Duty Lawyer Services

Duty Lawyer Services are legal services provided by a duty lawyer to a service user at a court or tribunal.

Duty Lawyer Services are provided free of charge at courts and tribunals to people who would otherwise be unrepresented in relation to an event or proceeding on that day. The Commission provides Duty Lawyer Services in:

- criminal cases at the ACT Magistrates Court and the ACT Children’s Court;
- domestic violence and personal protection matters at the ACT Magistrates Court; and
- family law matters at the Canberra Registry of the Family Court and Federal Magistrates Court.

Duty Lawyer Services consist of advising a person in relation to the proceeding or event and in appropriate circumstances appearing on their behalf. These services can include assistance with bail applications, guilty pleas and representation of applicants for urgent interim protection and restraining orders.

Representation

Representation Services are where the Commission takes carriage of a matter in an ongoing, representative capacity.

Grants of legal assistance enable people who would not otherwise be able to afford legal services to obtain legal representation in legal proceedings, dispute resolution, or other legal matters of a substantial and ongoing nature. Grants of legal assistance are provided in criminal, family and civil law matters.

In determining applications for grants of legal assistance the Commission examines whether the application satisfies the eligibility requirements of the *Legal Aid Act 1977* and guidelines set by the Commission under the Act.

There are three service types within this service category.

Dispute Resolution

This service is the legal representation of a service user in a Facilitated Resolution Process, or an alternative dispute resolution process. This service type does not include court/tribunal based alternative dispute resolution, which is incorporated in the definition of Court /Tribunal Services.

A Dispute Resolution Service includes preparation for, and representation at, a Facilitated Resolution Process. It also includes the work involved in recording agreement following a Facilitated Resolution Process.

Assistance provided to self-representing parties preparing to attend Facilitated Resolution Processes should be categorised as Legal Task or Duty Lawyer Service as relevant.

Court/Tribunal Service

A Court/Tribunal Service relates to any ongoing representation for any matter before a court, tribunal or inquiry where the Commission provides legal representation to a service user and takes carriage of a matter in an ongoing, representative capacity. This includes court/tribunal based alternative dispute resolution.

A Court/Tribunal Service does not include services provided by a duty lawyer or assistance to self-representing parties where the Commission does not take carriage of a matter in an ongoing, representative capacity. This type of service is counted as a Legal Task, Legal Advice or Duty Lawyer Service, as appropriate.

Other Representation

Other Representation services relates to any matter where the Commission:

- takes carriage of a matter in an ongoing, representative capacity, but due to the nature of the matter it does not proceed to a court, tribunal or inquiry; or
- is not required to appear before a court, tribunal or inquiry.

Other Representation services does not include assistance to self-representing parties where the Commission does not take carriage of a matter in an ongoing, representative capacity. This type of service is counted as a Legal Task, Legal Advice or Duty Lawyer Service, as appropriate.

Community Legal Education

Community Legal Education (CLE) is provided to the general community, community services, community groups, organisations or schools. These services inform and build individual and community resilience by enhancing:

- awareness and understanding about the law and how to identify, prevent and deal with problems; and

- awareness of the help available from legal and support services.

There are two service types within this service category.

Community Legal Education Resources

CLE Resources involve the development or substantial amendment of publications and resources that provide:

- information about the law and legal system;
- information about legal and support services; and
- guidance for identifying, preventing or dealing with particular legal problems.

Examples of CLE Resources include booklets, pamphlets, self-help kits, legal information websites, and development of CLE Activities (for example, modules, workshops or presentations).

CLE Resources may be developed to be delivered via a variety of media including printed/hard copy, audio products, DVD/video, web based, and workshops/presentations.

Community Legal Education Activities

CLE Activities are delivered to raise awareness and educate other service providers, community groups, organisations, schools, or the general community about the law and how to recognise, prevent and deal with legal problems.

CLE Activities may be delivered through a variety of formats, including workshops, presentations and meetings in person as well as web-based and electronic media.

The Commission's CLE programs include training the staff of organisations that assist vulnerable and disadvantaged members of the community in how to recognise when their clients have legal problems and where to refer them for help, as well as targeted information sessions on a range of specific legal issues. CLE sessions are held on the Commission's premises, and provided at schools, community centres and community organisations.

Law Reform

The Commission has a statutory obligation to advise the Attorney-General of the ACT in relation to existing legislation or proposals for new legislation that may adversely impact on vulnerable and disadvantaged groups in the community that make up the Commission's principal client base. Access to justice can be enhanced by focusing on the impact of legislative change on disadvantaged members of the community and legal aid programs. More broadly, including in relation to Commonwealth areas of responsibility, the Commission plays a key role in providing submissions to government or parliamentary bodies with factual information and /or advice with a focus on systemic issues affecting access to justice and the immediate legal impact or consequences of legislation.

Critically, and in alignment with our leading role in the ACT, the Commission is committed to developing and advising on law reforms that promote the modernisation of legal practice, the accessibility of services, and innovative strategies that empower residents of the ACT to actively participate in civil society.

Services to Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse Communities

The Commission is committed to increasing the accessibility of services to people from Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse Communities.

The Commission's strategy also involves conducting cultural awareness training for staff, engaging with communities and agencies, and providing practical support for members of these communities in need of grants of legal assistance or other legal assistance services.

New Initiatives

Safer Families – Improved access to Legal Aid

The ACT Government will provide additional legal assistance to victims of domestic and family violence in the ACT community. This initiative will enhance the Commission's ability to grant legal assistance to vulnerable people, particularly primary victims, who cannot afford the cost of private legal representation.

Eastman Retrial and Related Proceedings

The ACT Government will provide funding to the Legal Aid Commission for the estimated resources required for a retrial and related proceedings for the matter of Mr David Eastman for the murder of Mr Colin Winchester.

Risks

The Commission's primary risk is meeting the emerging needs in the civil law area without reducing services in the core family and criminal areas. The two main drivers of the Commission's litigation work are children in family law disputes and people at risk of incarceration. In this context the Commission's capacity to respond will be limited by the necessity to meet the cost of legally assisted cases, and is compounded by continuing reductions in the Commission's revenue from the Statutory Interest Account.

Unless the Commission's operational structure and practices embrace new and innovative modes of service delivery our capacity to adequately respond to emerging client needs will be diminished. Limited public funding can have dire implications for our ability to provide access to justice for an increasingly large number of people unable to afford legal representation.

2016-17 Priorities and Next Three Financial Years

The Commission's priorities for 2016-17 and across the out years are to:

- Support victims of family and domestic violence through the provision of legal assistance services;
- Improve the provision of legal assistance services to the Aboriginal and Torres Strait Islander communities and other culturally and linguistically diverse communities;
- Develop and implement legal education programs tailored to the needs of people experiencing a high incidence of adverse legal events, and those working in community organisations that assist them;
- Promote the prevention of legal problems by providing timely information about the law and legal processes and referring people to other legal or non-legal services where necessary to meet their needs;
- Promote the early resolution of legal problems through providing legal advice, advocacy, minor legal assistance and dispute resolution services;
- Advise and assist people appearing unrepresented before courts and tribunals, particularly those persons experiencing family violence; and
- Provide legal representation to people in need to enable them to assert or defend their legal rights.

Estimated Employment Level and Employment Profile

Table 1: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE)	67	67 ¹	77 ¹	78

Note(s):

1. The increase in Full Time Equivalent (FTE) staff between the 2015-16 Budget and the 2015-16 Estimated Outcome is due to the Commission's strategic decision to undertake more work in-house and refer less matters out to private legal practitioners. Further to this, there has been an increase in outreach services being provided, staff seeking long term paid leave, project work, an arrangement with Lead Disability Services, and continuing staff profile changes arising from the Enterprise Bargaining Agreement.

The Board of the Commission comprises seven part-time commissioners and the CEO who bring to the Commission a wide range of expertise and experience in management, legal, community services and finance.

An estimated staffing breakdown by classification and gender for the 2016-17 budget year is outlined below.

Table 2: 2016-17 Employment Profile

Classification	Male ¹	Female ¹	Total ¹
ASO1	0.27	0	0.27
ASO2	7.97	10.53	18.5
ASO3	2	2.3	4.3
ASO4	3	10.6	13.6
ASO5	0	0	0
ASO6	0	1	1
SOG C	1	0	1
SOG B	2	1	3
SOG A	0	0	0
Legal 1	8	9.9	17.9
Legal 2	5	7.53	12.53
Legal 3	2	1.9	3.9
Executive	1	1	2
Total	32.24	45.76	78

Note(s):

1. Figures in the table are the number of Full Time Equivalent (FTE) staff.

Strategic Objectives and Indicators

Strategic Objective 1

Provide services to promote the earlier resolution of legal problems

The Commission provides a range of legal services that promote the identification and early resolution of legal problems. Evidence shows that the most vulnerable and disadvantaged in our community, such as victims of family violence, children, Aboriginal and Torres Strait Islander people, and members of culturally and linguistically diverse communities would particularly benefit from early intervention services.

Investing in the provision of these types of services so that more people have an opportunity to receive assistance before litigation is commenced is a key indicator of improvement in access to justice for those persons most at disadvantage in the community.

Strategic Objective 2

Provide legal information and referral services

The Commission seeks to ensure that people are not prevented, by disadvantage, from obtaining the legal services they need to protect their rights and interests. Enhancing the capacity of people to assist themselves when faced with legal problems, improves the chances of resolution and appropriate referral to social support services.

Growth in the number of people receiving information and advice, and where appropriate referral for preventative and early intervention services, is a strong indicator that targeting this type of assistance is meeting the needs of the most disadvantaged members of the community.

Strategic Objective 3

Provide efficient and cost-effective legal aid services

The Commission has well developed systems to determine applications for grants of legal assistance and to reduce the administrative costs of providing legal assistance.

Increasing the number of people assisted by improving the efficiency and timeliness of service provision is an indicator that services are reaching those people most in need of legal aid services and that community understanding of the law and the legal system operating in the Territory is improving

Output Classes

Output Class 1: Legal Aid Services

Table 3: Output Class 1: Legal Aid Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	13,315	14,410
Controlled Recurrent Payments	10,446	12,697

Note(s):

1. Total cost includes depreciation and amortisation of \$0.514 million in 2015-16 and \$0.387 million in 2016-17.

Output 1.1: Legal Aid Services Provided to the Community

The Commission provides a full range of legal assistance services to the community. These services are provided by the Commission's staff and by private legal practitioners.

This output includes salaries and related costs of Commission staff as well as payments to private legal practitioners and the cost to the Commission of administering these arrangements. Private legal practitioners are paid professional fees and disbursements on the basis of agreed scales, up to a commitment level determined by the Commission on an individual case basis.

Accountability Indicators

Output Class 1: Legal Aid Services

Output 1.1: Legal Aid Services Provided to the Community

Table 4: Accountability Indicators Output 1.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Number of information and referral services provided ¹	72,000	77,000	n/a
b. Number of legal advice and minor legal assistance services provided in person ²	4,700	5,557	n/a
c. Number of advocacy services provided ³	650	631	n/a
d. Number of legal information and advice services provided by the Legal Aid Helpline ⁴	14,000	16,059	n/a
e. Number of Discrete Assistance services provided ⁵	n/a	n/a	38,000
f. Number of Duty Lawyer services provided ⁶	2,600	2,850	2,900
g. Number of legally assisted cases ⁷	2,038	2,533	n/a
h. Number of Representation services provided ⁸	n/a	n/a	2,550
i. Number of dispute resolution conferences held ⁹	200	248	n/a
j. Number of Facilitated Resolution Processes provided ¹⁰	n/a	n/a	385
k. Number of people attending community legal education sessions ¹¹	2,000	2,927	n/a
l. Number of Community Legal Education services provided ¹²	n/a	n/a	50
m. Number of services provided to Aboriginal and Torres Strait Islander people ¹³	1,150	729	n/a

Notes:

1. Legal information is provided through the Legal Aid Helpdesk, in person by Commission staff and through the Commission's website. The legal information provided is of a general nature and includes referrals to other community services. The increase in the 2015-16 estimated outcome is due to very high demand for these types of services, which has been met by the Commission through improvements made to service delivery. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Discrete Assistance services provided*.
2. Legal advice is specific advice of a legal nature concerning a person's individual circumstances, and is provided by staff either on a 'walk-in' basis or by appointment. Minor legal assistance is provided in cases where advice given includes recommended action that the person may have difficulty taking on their own behalf. The increase in the 2015-16 estimated outcome is mainly due to more people accessing these services resulting from the Commission's 'open door' policy. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Discrete Assistance services provided*.
3. Advocacy is provided in cases where people are unable to adequately advocate their own case to a third party and may extend to representation at a court or tribunal. While this indicator is not as high as expected, advocacy work still remains significant and is an important part in effectively meeting the needs of a client group that does not require representation in court. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Discrete Assistance services provided*.
4. The Legal Aid Helpline is a telephone information service that is a first point of contact for people seeking information or advice. Helpline staff assess the type and urgency of a person's problem and provide legal information, arrange for legal advice or refer people to other legal and non-legal services where appropriate. The increase in the 2015-16 estimated outcome is due to increased demand for these services met by the redirection of resources to ensure a timely response to calls and to mitigate a backlog of calls. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Discrete Assistance services provided*.

5. This new indicator collates the number of information, referrals, non-legal support, legal advices, and legal task services, however does not include website page views currently included in *Number of information and referral services provided*. It has been adopted to align with the reporting requirements under the new National Partnership Agreement (NPA) on Legal Assistance Services and replaces the following current indicators *Number of information and referral services provided*, *Number of legal advice and minor legal assistance services provided in person*, *Number of advocacy services provided*, and *Number of legal information and advice services provided by the Legal Aid Helpline*.
6. Duty lawyer services are legal services provided at a court or tribunal to people who would otherwise be unrepresented. Duty lawyer services consist of advising the person, and in appropriate circumstances appearing on their behalf, in relation to the proceeding or event. This indicator continues unamended. The increase in the 2015-16 estimated outcome is due to the fluctuations in demand for these services at the courts.
7. Legally assisted cases are financial assistance that enables people to obtain legal representation in legal proceedings, or in other legal matters of a substantial nature and are provided in criminal, family and civil law matters. The increase in the 2015-16 estimated outcome evidences an impressive turnaround in service delivery strategies. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Representation services provided*.
8. This new indicator collates the number of legal assistance services provided for representing people at courts/tribunals, in dispute resolution processes and where the carriage of the matter requires ongoing assistance. It has been adopted to align with the reporting requirements under the new NPA on Legal Assistance Services and replaces the current indicator called *Number of legally assisted cases*.
9. Dispute resolution conferences are a lawyer-assisted model of alternative dispute resolution in family law and child protection matters with the objective of settling disputes at an early stage without the need for recourse to the courts. The increase in the 2015-16 estimated outcome is due to a push to resolve disputes thereby avoiding litigation. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Facilitated Resolution Processes provided*.
10. This new indicator collates the number of specific processes undertaken that are aimed at resolving disputes without going to court. It has been adopted to align with the reporting requirements under the new NPA on Legal Assistance Services and replaces the current indicator called *Number of dispute resolution conferences held*.
11. Community legal education sessions provide information and education to members of the community on an individual or group basis concerning the law and legal processes and the place of these in the structure of society. The increase in the 2015-16 estimated outcome is due to the Commission redirecting significant resources into Community Legal Education. This indicator will be discontinued from 2016-17 and replaced with a new indicator called *Number of Community Legal Education services provided*.
12. This new indicator collates the number of educational resources produced and the number of activities undertaken. It has been adopted to align with the reporting requirements under the new NPA on Legal Assistance Services and replaces the current indicator called *Number of people attending community legal education sessions*.
13. The decrease in the 2015-16 estimated outcome is mainly due to the Aboriginal and Torres Strait Islander (ATSI) Client Support Officer position only being filled for part of the year. This decrease does not reflect a change in the Commission's commitment to this client group. This measure will be discontinued in 2016-17, given reporting on overall services to ATSI people is not required under the new NPA on Legal Assistance Services. The Commission will continue to report on services provided to ATSI people in its annual report.

Changes to Appropriation

Table 5: Changes to appropriation – Controlled Recurrent Payments

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2015-16 Budget	10,446	10,612	10,343	10,495	10,495
2016-17 Budget Policy Adjustments					
Eastman Retrial and Related Proceedings	-	1,707	-	-	-
Safer Families – Improved access to Legal Aid	-	313	296	300	305
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	(37)	(38)	(39)	61
Revised Superannuation Parameters	-	102	136	151	149
Commonwealth Grants – Legal Aid NP	-	-	-	-	65
2016-17 Budget	10,446	12,697	10,737	10,907	11,075

Monitoring and Reporting

The Commission shall satisfy the requirements of the Chief Minister's Annual Reports Directions. The Commission'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 Commission for a stated period including annual reporting.

Annual Reporting

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

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

Financial Arrangements

The Commission has a large estimated operating deficit for 2015-16 of \$1.184 million which is mainly due to unbudgeted expenditure on the Eastman Stay Application Hearing and Related Proceeding (\$0.840 million) for which the Commission did not receive additional specific appropriation.

The 2016-17 budgeted operating deficit of \$0.440 million, reflects a further decrease in grant revenue of \$0.274 million from the Statutory Interest Account. It also reflects additional funding from the ACT Government for the 'Eastman Retrial and Related Proceedings' initiative (\$1.707m) and for the 'Safer Families – Improved access to Legal Aid' initiative that assists with addressing family and domestic violence (\$0.313 million).

Financial Statements

Table 6: Legal Aid Commission (ACT): Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Revenue							
10,446	Controlled Recurrent Payments	10,446	12,697	22	10,737	10,907	11,075
335	User Charges - Non ACT Government	278	285	3	292	299	307
0	Grant Revenue	1,047	673	-36	673	673	673
166	Interest	170	160	-6	158	153	146
1,039	Other Revenue	190	155	-18	156	158	160
11,986	Total Revenue	12,131	13,970	15	12,016	12,190	12,361
Expenses							
5,617	Employee Expenses	6,232	7,071	13	7,028	7,145	7,265
897	Superannuation Expenses	990	1,053	6	1,054	1,064	1,073
5,292	Supplies and Services	5,310	5,843	10	3,916	4,011	4,071
523	Depreciation and Amortisation	514	387	-25	366	357	367
24	Borrowing Costs	23	25	9	26	27	29
27	Other Expenses	246	31	-87	29	32	31
12,380	Total Expenses	13,315	14,410	8	12,419	12,636	12,836
-394	Operating Result	-1,184	-440	63	-403	-446	-475
-394	Total Comprehensive Income	-1,184	-440	63	-403	-446	-475

Table 7: Legal Aid Commission (ACT): Balance Sheet

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Current Assets							
4,408	Cash and Cash Equivalents	4,244	4,166	-2	4,043	3,851	3,599
253	Receivables	247	248	..	249	249	250
108	Other Current Assets	94	94	-	94	94	94
4,769	Total Current Assets	4,585	4,508	-2	4,386	4,194	3,943
Non Current Assets							
1,818	Property, Plant and Equipment	2,004	1,684	-16	1,368	1,061	744
236	Intangibles	17	0	-100	0	0	0
2,054	Total Non Current Assets	2,021	1,684	-17	1,368	1,061	744
6,823	TOTAL ASSETS	6,606	6,192	-6	5,754	5,255	4,687
Current Liabilities							
362	Payables	336	336	-	336	336	336
12	Finance Leases	0	0	-	0	0	0
1,431	Employee Benefits	1,506	1,601	6	1,695	1,791	1,887
432	Other Provisions	310	310	-	290	290	290
121	Other Liabilities	121	121	-	121	121	121
2,358	Total Current Liabilities	2,273	2,368	4	2,442	2,538	2,634
Non Current Liabilities							
0	Payables	724	713	-2	663	572	439
164	Employee Benefits	181	189	4	194	199	204
0	Other Non-Current Provisions	481	505	5	531	558	587
1,734	Other	470	380	-19	290	200	110
1,898	Total Non Current Liabilities	1,856	1,787	-4	1,678	1,529	1,340
4,256	TOTAL LIABILITIES	4,129	4,155	1	4,120	4,067	3,974
2,567	NET ASSETS	2,477	2,037	-18	1,634	1,188	713
REPRESENTED BY FUNDS EMPLOYED							
2,567	Accumulated Funds	2,477	2,037	-18	1,634	1,188	713
2,567	TOTAL FUNDS EMPLOYED	2,477	2,037	-18	1,634	1,188	713

Table 8: Legal Aid Commission (ACT): Statement of Changes in Equity

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Opening Equity							
2,961	Opening Accumulated Funds	3,661	2,477	-32	2,037	1,634	1,188
2,961	Balance at the Start of the Reporting Period	3,661	2,477	-32	2,037	1,634	1,188
Comprehensive Income							
-394	Operating Result for the Period	-1,184	-440	63	-403	-446	-475
-394	Total Comprehensive Income	-1,184	-440	63	-403	-446	-475
0	Total Movement in Reserves	0	0	-	0	0	0
Closing Equity							
2,567	Closing Accumulated Funds	2,477	2,037	-18	1,634	1,188	713
2,567	Balance at the End of the Reporting Period	2,477	2,037	-18	1,634	1,188	713

Table 9: Legal Aid Commission (ACT): Cash Flow Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
10,446	Controlled Recurrent Payments	10,446	12,697	22	10,737	10,907	11,075
221	User Charges	227	255	12	262	269	277
0	Grants Received	1,047	673	-36	673	673	673
163	Interest Received	170	160	-6	158	153	146
1,699	Other Receipts	610	575	-6	576	578	580
12,529	Operating Receipts	12,500	14,360	15	12,406	12,580	12,751
Payments							
5,717	Related to Employees	6,148	6,968	13	6,929	7,044	7,164
930	Related to Superannuation	990	1,053	6	1,054	1,064	1,073
5,257	Related to Supplies and Services	5,284	5,857	11	3,986	4,104	4,206
26	Borrowing Costs	0	0	-	0	0	0
650	Other	510	510	-	510	510	510
12,580	Operating Payments	12,932	14,388	11	12,479	12,722	12,953
-51	NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES	-432	-28	94	-73	-142	-202
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
130	Purchase of Property, Plant and Equipment and Capital Works	297	50	-83	50	50	50
130	Investing Payments	297	50	-83	50	50	50
-130	NET CASH INFLOW /(OUTFLOW) FROM INVESTING ACTIVITIES	-297	-50	83	-50	-50	-50
0	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	0	0	-	0	0	0
-181	NET INCREASE / (DECREASE) IN CASH HELD	-729	-78	89	-123	-192	-252
4,589	CASH AT THE BEGINNING OF REPORTING PERIOD	4,973	4,244	-15	4,166	4,043	3,851
4,408	CASH AT THE END OF REPORTING PERIOD	4,244	4,166	-2	4,043	3,851	3,599

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- **Controlled Recurrent Payments:** the increase of \$2.251 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the Commission receiving a much larger amount of funding for the Eastman Retrial and Related Proceedings in 2016-17 than was received in 2015-16 for the Eastman Stay Application Hearing and Related Proceedings. The Commission also received additional funding in 2016-17 for a new 'Safer Families – Improved access to Legal Aid' initiative.
- **Grant Revenue:**
 - the increase of \$1.047 million in the 2015-16 estimated outcome from the original budget is due to moving grant revenue received from the ACT Law Society and from the Commonwealth Government previously disclosed as 'Other Revenue' in the original budget to 'Grant Revenue' in the estimated outcome. In addition, the Commission received one-off funding in 2015-16 from the Commonwealth of \$0.1 million for 'data standardisation reporting' which was not included in the original budget.
 - The decrease of \$0.374 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to a reduction in the amount of grant funding the Commission will receive from the ACT Law Society's Statutory Interest Account. In addition, the Commission received one-off funding in 2015-16 from the Commonwealth of \$0.1 million for 'data standardisation reporting' which will not be received in 2016-17.
- **Other Revenue:**
 - The original budget (\$1.039 million) includes grant revenue (\$0.880 million) with the remaining amount being other revenue (\$0.159 million).
 - the decrease of \$0.849 million in the 2015-16 estimated outcome from the original budget is mainly due to moving grant revenue from the ACT Law Society and from the Commonwealth Government previously disclosed as 'Other Revenue' in the original budget to 'Grant Revenue' in the estimated outcome.
- **Employee Expenses:**
 - the increase of \$0.615 million in the 2015-16 estimated outcome from the original budget is mainly due to additional staff employed throughout 2015-16 resulting from a strategic decision to undertake more work in-house. Further to this, there has been an increase in outreach services being provided, staff seeking long term paid leave, project work, an arrangement with Lead Disability Services and continuing staff profile changes arising from the Enterprise Bargaining Agreement.

- the increase of \$0.839 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the full year impact of additional staff employed throughout 2015-16. The increase is also due to salary increases and increments in 2016-17.
- Supplies and Services:
 - The original budget (\$5.292 million) includes lease expenses (\$1.045 million) with the remaining amount being supplies and services (\$4.247 million).
 - the increase of \$0.533 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to incurring a higher amount of expenditure on the Eastman Retrial and Related Proceedings in 2016-17 than was spent on the Eastman Stay Application Hearing and Related Proceedings in 2015-16. This increase is partially offset by lower external legal expenses resulting from a reduction in funding from the Statutory Interest Account and a strategic decision made by the Commission to undertake more work in-house and refer less matters out to private legal practitioners.

Balance Sheet

- Property, Plant and Equipment: the decrease of \$0.320 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to annual depreciation exceeding new purchases of property, plant and equipment.
- Other Current Provisions: The original budget (\$0.432 million) is solely made up of the provision for private legal practitioners.
- Other Current Liabilities: The original budget (\$0.121 million) includes a lease incentive liability (\$0.090 million) with the remaining amount being other current liabilities (\$0.031 million).
- Non Current Payables: the increase of \$0.724 million in the 2015-16 estimated outcome from the original budget is due to moving deferred rent payable previously disclosed as 'Other Non Current Liabilities' in the original budget to 'Non Current Payables' in the estimated outcome.
- Other Non Current Provisions: the increase of \$0.481 million in the 2015-16 estimated outcome from the original budget is mainly due to moving the provision for make good previously disclosed as 'Other Non Current Liabilities' in the original budget to 'Other Non Current Provisions' in the estimated outcome.
- Other Non Current Liabilities:
 - The original budget (\$1.734 million) includes deferred rent payable (\$0.737 million), lease incentive liability (\$0.482 million) and provision for make good (\$0.515 million).
 - the decrease of \$1.264 million in the 2015-16 estimated outcome from the original budget is mainly due to moving the deferred rent payable and provision for make good previously disclosed as 'Other Non Current Liabilities' in the original budget to

'Non Current Payables' and 'Other Non Current Provisions' respectively in the estimated outcome.

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.

- Other Receipts: The original budget (\$1.699 million) includes grants received (\$0.880 million), GST collected from customers (\$0.110 million), GST input tax credits from the ATO (\$0.550 million) and other receipts (\$0.159 million).
- Other Payments: The original budget (\$0.650 million) is solely made up of GST paid to suppliers.

Public Trustee and Guardian

As a result of the 2015 amendments to the *Financial Management Act 1996*, the budget statement for Public Trustee and Guardian (PTG) is its Statement of Intent.

Public Trustee and Guardian - Statement of Intent

The Public Trustee and Guardian for the ACT is a Territory Authority established under the *Public Trustee and Guardian Act 1985*.

This Statement of Intent for 2016-17 has been prepared in accordance with Section 61 of the *Financial Management Act 1996*.

The responsible Minister, the Attorney-General Simon Corbell, was consulted during the preparation of the Statement of Intent.

The Statement of Intent, which focuses on the 2016-17 Budget year, has been developed in the context of a four year forward planning horizon to be incorporated, as far as practicable, into the Public Trustee and Guardian for the ACT strategic and business planning processes.

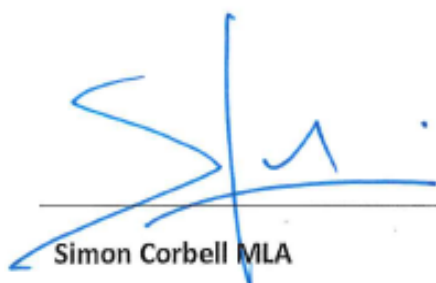
The Public Trustee and Guardian for the ACT 2016-17 Statement of Intent has been agreed between:



Andrew Taylor
Public Trustee and Guardian



Andrew Barr MLA
Treasurer



Simon Corbell MLA
Attorney-General

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Purpose

PTG is established to provide rights, choices, security and justice for all people in the ACT Community.

PTG will achieve this by providing the following services -

- acting as Manager and/or Guardian under appointment by the ACT Civil and Administrative Tribunal;
- making Wills (where the Public Trustee and Guardian is appointed as executor);
- administering deceased estates under will or in intestacy;
- acting as attorney under Enduring Power of Attorney;
- acting as trustee for trusts created in Wills, Deeds and Court Orders for families, infants and people with disabilities;
- providing an annual examination of the accounts maintained by external managers on behalf of people with impaired decision-making ability; and
- acting as administrator for the ACT Official Visitor Scheme and Chairing the Official Visitor Board.

PTG also acts as agent for the Territory in the provision of the following services -

- acting as agent for the Territory to receive, manage and dispose of assets forfeited under the *Confiscation of Criminal Assets Act 2003*;
- administer moneys declared unclaimed under the *Unclaimed Money Act 1950*, *Legal Practitioners Act 2006* and *Agents Act 2003*, including receiving moneys, processing claims and investing funds; and
- investing moneys held in specified government trust funds.

Nature and scope of activities

General Activities

The Public Trustee and Guardian (PTG) provides the ACT Government and the community with professional executor and trustee services, including the preparation of Wills, Enduring Powers of Attorney (EPA) and Estate Administration, Trust Management and Fund Management services.

PTG is also responsible for protecting the interests of people with a legal disability. This includes where appointed by the ACT Civil and Administrative Tribunal (ACAT) as Guardian and Financial Manager and also where acting as attorney for all matters under an EPA.

PTG also acts as agent for the Territory in providing asset services under the *Confiscation of Criminal Assets Act 2003*, is the delegate for unclaimed monies and holds investment responsibility for government and non-government trust funds, including the Perpetual Care Trust under the *Cemeteries and Crematoria Act 2003*. PTG is the trustee for GreaterGood - The Capital Region Community Foundation as well as Chair of the Official Visitors Board under the *Official Visitor Act 2012*, responsible for providing administrative support to Official Visitors.

In undertaking these functions PTG will:

- Operate as a customer service oriented entity
PTG conducts a continuous customer survey and investigates and responds to any complaint ensuring that the client receives an appropriate response. Products and services are continuously reviewed to ensure value and positive outcomes for clients. This is achieved by reviewing fees and charges in individual cases to ensure that the fee is appropriate to the work/responsibility undertaken. The risk profile and investments for all clients with invested funds are individually reviewed on an annual basis to ensure that they reflect their respective needs.
- Use benchmarking to ensure best practice and operate efficiently
PTG meets with other peer state/territory offices bi-annually to develop and identify best practice. Issues of current and continuing interest to Public Trustees/Guardians include achieving access to the Australian Electoral Roll, introductory arrangements for the National Disability Insurance Scheme (NDIS), development of replacement Will-drafting software, appropriate fraud, risk and corruption mitigation strategies and development of an umbrella website for Australia State and Territory Public Trustees. Additionally the Guardianship function has a continuing interest in the development of National Standards for Guardians, protocols (including sterilisation) and development of the concept of supported decision-making.

- **Work collaboratively**
 PTG works collaboratively with other Public Trustees/Guardians to share expertise, information and training. PTG will also work with other Public Trustees/Guardians to prepare an Expression of Interest to source a supplier to develop Will-drafting software to replace “Chameleon”. PTG continues to play a lead role in working with other Public Trustees to develop an Australian Power of Attorney, to access the Australian Electoral Roll and for appropriate arrangements in respect to the NDIS. PTG also continues to contribute to a review of ACT rights protection agencies as well as a review of the *Guardianship and Management of Property Act 1991*.
- **Satisfy the requirements of the *Financial Management Act 1996***
 PTG will use financial practices and maintain accounts and records which satisfy the requirements of the *Financial Management Act 1996*. This includes the associated ACT Accounting Policy Manual, modelled on the requirements of Australian Accounting Standards, which fairly present PTG’s financial position, operational and cash flow results for planning and reporting purposes. PTG is continuing to work with the ACT Auditor-General in responding to a number of management issues arising from audit. PTG has implemented the recommendations contained in the KPMG Controls Review and is in the process of upgrading its trust management system. This will continue to assist in addressing Auditor-General reporting issues and in updating controls to mitigate fraud risk. PTG is continuing to work with Sarah Palic and Associates to assist in improving its preparation of end of year financial statements and has sourced upgraded Mind Your Own Business (MYOB) software to assist in achieving that.
- **Establish and maintain a high standard of Workplace Health and Safety**
 PTG has a high standard of Workplace Health and Safety evidenced by its comparatively low Comcare premium. All staff were provided with flu vaccine shots and will attend Respect Equity and Diversity (RED) supplementary training as well as anti-bullying and harassment training. PTG staff will also receive training in dealing with Mental Health issues from a client perspective. PTG staff will be provided with appropriate training in dealing with difficult clients as well as de-briefing following critical incidents.
- **Provide a productive and satisfying work environment**
 PTG will provide a productive and satisfying working environment for staff and a commitment to high standards of human resource management based on the principles of equal employment opportunity. PTG has appointed a RED Contact Officer. During 2016-17 it is expected that further opportunities will arise for staff upon a review of the structure of the office planned in late 2016.
- **Deliver on Community Service Obligations (CSOs)**
 PTG will undertake CSOs in respect to the provision of financial management services for persons with a decision making disability, preparing and acting as attorney under EPAs, administering trusts under \$100,000 in value, examination of accounts prepared by external financial managers, drafting Wills in cases of financial hardship, responding to police call outs, arranging welfare funerals and administering low-value deceased estates. PTG will hold public seminars in August 2016, during Wills Week in October 2016 and

during Seniors Week in March 2017. PTG will also engage with the community to promote awareness of its services and products through sponsorship of the Life's Reflections Photographic Competition and the ACT Seniors Expo. Seniors of 65 years and over will continue to be provided with a free will where they appoint the Public Trustee as their executor. PTG is again available for will-making appointments from 7.30am on weekdays to address parking needs and to assist 'time-poor' clients.

Risks

PTG has identified prevailing and emerging risks in its Fraud, Corruption and Risk Management Plan. The Plan has been prepared in consultation with the PTG Investment Board and the Justice and Community Safety Directorate (JACS) and is reviewed every two years.

Those risks, identified in the PTG Fraud, Corruption and Risk Management Plan include:

- poor or inappropriate investment strategy;
- inadequate business systems, back-up and redundancy;
- poor business performance resulting in annual deficit;
- fraud or the potential for fraud;
- abuse of official position;
- employee mistake in estate administration;
- inconsistent policy, practice and procedure;
- failure to insure client property;
- lack of or ineffective strategic forward business planning; and
- ineffective governance.

PTG is in the final stages of implementing recommendations contained in a KPMG review of controls in the Financial Management Services Unit. Changes include a revised form of engagement with service providers, upgraded trust accounting system and ongoing regular audits of client files.

PTG will also review the risk profile of all of its investment clients to ensure that their assets are invested appropriate to their needs.

2016-17 Priorities and Next Three Financial Years

- Implement the requirements of the *Public Trustee and Guardian Act 1985*, by establishing the Office of Public Trustee and Guardian. This will be achieved by organisational re-structure, functional revision, accommodation changes and budgetary adjustments.
- Implement efficiencies through the merger of the former Public Trustee for the ACT and the Guardianship function of the former Public Advocate of the ACT. This will be achieved through the absorption of the Guardianship function into the existing administrative and governance structures.
- Raise awareness in the community of the role of the Public Trustee and Guardian including developing and undertaking a range of presentations and information seminars which highlight the importance of estate planning including a well drafted will and enduring power of attorney as well as what happens in the event of incapacity. This will be achieved through a new website, fact sheets, seminars, forums, newsletters and expos, amongst other things.
- Promoting efficiencies through new technologies. PTG recently implemented a major upgrade of its trust management business system. There is an opportunity to utilise an inbuilt Precedent Document Database and an Electronic Document and Records Management System (EDRMS) in place of those currently in use at PTG. There is also an opportunity to use the existing system to record client data relating to Guardianship appointments. PTG is also in the process of building an Unclaimed Money claims and payments system through Access Canberra.
- Participating in industry forums to identify and implement best practice. This will be achieved through close cooperation with state/territory trustee and guardian agencies as well as through membership of industry representative organisations such as Australian Guardianship and Administration Council (AGAC). PTG will also work closely with the ACT Civil and Administrative Tribunal (ACAT) in establishing practice that achieves efficient processes under the *Guardianship and Management of Property Act 1991*.

Estimated Employment Level and Employment Profile

Table 1: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE)	42.8	41 ¹	49.5 ²	51.1 ³

Notes:

1. This figure represents the original staffing budget for former Public Trustee for the ACT prior to 1 April when the Guardianship function was transferred,
2. This figure represents the amended staffing budget including 6.5 Guardianship staff and 2 additional Public Trustee and Guardian officers.
3. This figure represents the outlook for 2016-17 following adjustment on staffing rearrangements through WH&S. It is however likely that this figure will be adjusted down during the subject year.

Table 2: 2016-17 Employment Profile

Classification	Male	Female	Total
ASO1	-	-	-
ASO2	-	-	-
ASO3	1	4.6	5.6
ASO4	-	-	-
TRUST OFFICER GR 1	2	16	18
ASO5	-	-	-
ASO6	1	2.7	3.7
TRUST OFFICER GR 2	2	10.85	12.85
SOG C	1	3	4
LEGAL 1	1	-	1
SOG B	2	3	5
LEGAL 2	1	-	1
SOG A	-	-	-
Total	11	40.15	51.15

Key Performance Indicators for 2016-17 to 2019-20

Table 3: Key Performance Indicators

INDICATOR	Actual Outcome 2014-15	2015-16 Budget	Estimated Outcome 2015-16	Planned 2016-17	Planned 2017-18	Planned 2018-19	Planned 2019-20
No. of current guardianship orders made under the <i>Guardianship and Management of Property Act 1991</i> (GMPA) by ACAT ¹	N/A	N/A	N/A	515	520	525	530
No. of current financial management orders made under the GMPA by ACAT	501	498	510	515	520	525	530
No. of active financial management accounts under EPA	48	53	51	51	52	52	53
No. of responses to community call-outs following death ²	2	3	1	3	3	3	3
No. of welfare funerals arranged	7	3	10	5	5	5	5
No. of examinations of accounts provided from external managers under the GMPA ³	488	490	493	496	499	502	505
No. of deceased estate administrations completed < \$100,000 ⁴	33	33	40	41	42	43	44
No. of deceased estate administrations completed > \$100,000 ⁴	47	55	42	43	44	45	46
No. of trusts held under legal disability < \$100,000 ⁵	340	335	340	345	350	355	360
No. of trusts held under legal disability > \$100,000 ⁵	56	58	55	56	57	58	59
Wills ⁶	752	760	620	630	640	650	660
Enduring Powers of Attorney ⁷	N/A	N/A	N/A	220	230	240	250
<i>Percentage of expenditure over total income</i>	98%	95%	90%	88%	86%	82%	81%

Notes:

1. This is a new measure for 2016-17 to reflect that the Guardianship function has transferred to the Public Trustee and Guardian.
2. The number of community call-outs following death and welfare funerals arranged have increased in the 2014-15 estimated outcome from the original budget. These indicators are dependent upon the availability of family members to deal with the affairs of a deceased person and their ability to cope with the associated financial burden.
3. The number of examinations of external managers' accounts has increased in the 2014-15 estimated outcome from the original budget due to an increase in the number of external Managers appointed by ACAT.
4. The number of deceased estate administrations completed by PTG has decreased in the 2014-15 estimated outcome from the original budget. The number of estates finalised is impacted by the number of new and continuing estates during the subject year. PTG is only empowered to draft wills where appointed as executor. The number of persons who die in a year having appointed the Public Trustee and Guardian as executor is not reflective of the Public Trustee and Guardian's performance in respect to estate finalisations in a particular year and does not reflect a trend.
5. The number of trusts held arising from a legal disability has decreased in the 2014-15 estimated outcome from the original budget due to a decrease in the number of appointments of PTG by the Courts. Again, this may result from a lower number of orders made.
6. The number of Wills has declined in respect to planned figures due to the deliberate introduction of a pricing structure that provided for a higher cost to prepare a Will where the client appointed PTG in an alternate Executor capacity. This is because the true cost of preparing a Will is recovered through the executor/administration process and it is less likely that the will appointing PTG as alternate executor will be administered by PTG. It is also evident now that some ACT Law Society members are now providing executorial services.
7. The number of Enduring Powers of Attorney is a new measure and the estimated number per year commencing 2016-17 is based upon previous statistics maintained by the former PTACT and estimates obtained from PTG's Guardianship Unit.

Assessment of performance against 2015-16 objectives

PTG pools client funds for investment through its common funds operated under the *Public Trustee and Guardian Act 1985* and currently administers the Cash Common Fund, Australian Equities Common Fund, Australian Fixed Interest Common Fund, Australian Listed Property Trust Common Fund and International Equities Common Fund.

Fund sizes and performances for the period 1 July 2015 to 31 March 2016 are discussed below:

PTACT Common Funds

Cash Common Fund

Cash funds are managed internally and invested in a range of bank and non-bank financial institution deposits, notes and bills of exchange. Interest returns vary with the market cash rate and, at 31 March 2016, the interest rate was 1.90%. Funds currently under investment total \$85.73 million.

Australian Equities Common Fund

This fund is invested into a managed portfolio of stocks listed on the Australian Securities Exchange. Performance return after fees for the 12 months to 31 March 2016 has been -10.13%. Funds currently under investment total \$34.7 million.

Australian Fixed Interest Common Fund

This fund is invested into a managed pooled trust of corporate and government bonds and floating rate notes. Performance return after fees for the 12 months to 31 March 2016 has been 0.84%. Funds currently under investment total \$31.74 million.

Australian Listed Property Trust Common Fund

This fund is invested in a managed pooled trust holding listed property trusts across retail, industrial and commercial sectors. Performance return after fees for the 12 months to 31 March 2016 has been 9.92%. Funds currently under investment total \$8.14 million.

International Equities Common Fund

This fund is invested in a hedged index trust. Performance return after fees for the 12 months to 31 March 2016 has been -4.22%. Funds currently under investment total \$15.63 million.

Investment Strategies

Investments are made reflecting individual client risk profiles as assessed and reviewed annually under the prudent person trustee investment principle of the *Trustee Act 1925*. Clients of similar risk profiles are grouped into four risk models, Income Stable, Balanced Growth and Capital Stable for investment in appropriate allocations into the common funds. Returns are in respect to the 12 months to 31 March 2016.

Income Stable Model Portfolio

The objective is to provide income return, moderate volatility and potential for some growth to protect the real value of the trust. It is suitable for trusts with income needs, shorter terms or conservative risk profiles. Performance return after fees for the 12 months to 31 March 2016 has been -0.60%.

Balanced Model Portfolio

The objective is to provide a balance between income and capital return with moderate volatility. It is suitable for medium term trusts or those with a mix of income and capital needs for beneficiaries. Performance return after fees for the 12 months to 31 March 2016 has been -2.52%.

Growth Model Portfolio

The objective is to attain higher long term returns in excess of inflation. A higher weighting in growth assets provides potential for superior long term returns for clients able to accept increased volatility in the short term and provides prospective tax efficiencies associated with franked dividends and capital growth. Performance return after fees for the 12 months to 31 March 2016 has been -4.64%.

Capital Stable Portfolio

Accounts requiring stability of capital are invested through the cash common fund providing a market interest return on daily balances with funds available at call. The cash common fund is suitable for cash balances and trusts of uncertain term. Credit interest rate during the period has decreased from 2.35% to 1.90% in keeping with the reductions in the market cash rate.

Changes to Appropriation

The Public Trustee and Guardian (PTG) was established on 1 April 2016. Prior to that, appropriation for the Guardianship function was made to the Public Advocate of the ACT (under the JACS budget) for the 2015-16 budget year.

By arrangement with JACS, unused appropriation for the last quarter of 2015-16 was transferred from JACS to PTG to supplement the existing budget for the former Public Trustee for the ACT. These two amounts together provide the budget for PTG.

Table 4: Changes to appropriation – Controlled Recurrent Payments

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
2015-16 Budget	1,251	1,292	1,308	1,324	1,324
FMA Section 16B Rollovers from 2014-15					
Official Visitors Scheme	4	-	-	-	-
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	(5)	(5)	(5)	16
Revised Superannuation Parameters	(1)	2	15	22	28
Transfers – Guardianship Unit of the Public Advocate of the ACT	206	855	883	897	910
General Savings	(74)	(39)	(81)	(81)	(81)
2016-17 Budget	1,386	2,105	2,120	2,157	2,197

Monitoring and Reporting

The Public Trustee and Guardian shall satisfy the requirements of the Chief Minister's Annual Reports Directions. The Public Trustee and Guardian 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 Public Trustee and Guardian for a stated period including annual, quarterly and monthly reporting.

Quarterly Reporting

To enable consolidated whole of Government reporting requirements to be met on a quarterly basis, the Public Trustee and Guardian will ensure the availability to the Treasurer, through the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) (by the eighth working day of each quarter, unless otherwise indicated), information, in the prescribed form and detail, in respect of the previous quarter:

- Operating Statement;
- Balance Sheet;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Operating Statement material variance explanations against seasonal budget provided by the Public Trustee and Guardian;
- Status Report to supplement performance reporting to the Assembly and provide stakeholders with a summary on progress against budget highlights, significant initiatives and major projects (by the tenth working day of each quarter); and
- Management Discussion and Analysis of results to date, forecast results and related issues that may impact on the financial condition of the Public Trustee and Guardian (by the tenth working day of each quarter).

Monthly Reporting

In addition to the quarterly information required as identified above, on a monthly basis the Public Trustee and Guardian will ensure the availability to the Treasurer through CMTEDD (by the eighth working day of each month) the financial statements, in the prescribed form and required detail, in respect of the previous calendar month.

Annual Reporting

As part of preparations for end of year reporting, CMTEDD will advise the dates when the following documents are required at the CMTEDD and at the Auditor-General's Office:

- Certified financial statements.

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

Financial Arrangements

- PTG's estimated operating revenue and expenditure is shown as part of the Budgeted Financial Statements.
- PTG has no borrowings, guarantees, joint venture arrangements and overdraft or credit facilities.

Financial Statements

Budgeted financial statements for the 2016-17 Budget year, as well as forward estimates for the three financial years commencing 2017-18, appear below. These general purposes financial statements have been prepared in accordance with the ACT's Model Financial Statements and include:

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

Notes to the Financial Statements as appropriate.

Table 5: Public Trustee and Guardian: Operating Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Revenue							
1,251	Controlled Recurrent Payments	1,386	2,105	52	2,120	2,157	2,197
4,318	User Charges - Non ACT Government	4,427	4,432	..	4,543	4,657	4,773
321	User Charges - ACT Government	260	260	-	266	273	280
132	Interest	180	185	3	185	195	195
6,022	Total Revenue	6,253	6,982	12	7,114	7,282	7,445
Expenses							
3,270	Employee Expenses	3,768	4,386	16	4,538	4,682	4,830
501	Superannuation Expenses	516	578	12	598	616	638
1,392	Supplies and Services	1,433	1,578	10	1,550	1,604	1,633
151	Depreciation and Amortisation	201	108	-46	30	30	30
5,314	Total Expenses	5,918	6,650	12	6,716	6,932	7,131
708	Operating Result	335	332	-1	398	350	314
0	Total Other Comprehensive Income	300	0	-100	0	0	0
708	Total Comprehensive Income	635	332	-48	398	350	314

Table 6: Public Trustee and Guardian: Balance Sheet

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Current Assets							
6,789	Cash and Cash Equivalents	6,497	6,795	5	7,080	7,284	7,476
554	Receivables	668	669	..	670	671	672
35	Other Current Assets	35	36	3	37	38	39
7,378	Total Current Assets	7,200	7,500	4	7,787	7,993	8,187
Non Current Assets							
170	Property, Plant and Equipment	378	270	-29	240	210	180
0	Other Non-Current Assets	4	4	-	4	4	4
170	Total Non Current Assets	382	274	-28	244	214	184
7,548	TOTAL ASSETS	7,582	7,774	3	8,031	8,207	8,371
Current Liabilities							
315	Payables	250	264	6	278	292	306
5	Finance Leases	0	0	-	0	0	0
1,519	Employee Benefits	1,650	1,644	..	1,639	1,634	1,629
354	Other Liabilities	167	166	-1	199	175	157
2,193	Total Current Liabilities	2,067	2,074	..	2,116	2,101	2,092
Non Current Liabilities							
28	Finance Leases	0	0	-	0	0	0
122	Employee Benefits	113	132	17	148	164	180
99	Other	102	102	-	102	102	102
249	Total Non Current Liabilities	215	234	9	250	266	282
2,442	TOTAL LIABILITIES	2,282	2,308	1	2,366	2,367	2,374
5,106	NET ASSETS	5,300	5,466	3	5,665	5,840	5,997
REPRESENTED BY FUNDS EMPLOYED							
4,624	Accumulated Funds	4,518	4,684	4	4,883	5,058	5,215
482	Reserves	782	782	-	782	782	782
5,106	TOTAL FUNDS EMPLOYED	5,300	5,466	3	5,665	5,840	5,997

Table 7: Public Trustee and Guardian: Statement of Changes in Equity

Budget at 30/6/16		2015-16 Est Outcome at 30/6/16	Budget at 30/6/17	Var %	Estimate at 30/6/18	Estimate at 30/6/19	Estimate at 30/6/20
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Opening Equity							
4,270	Opening Accumulated Funds	4,340	4,518	4	4,684	4,883	5,058
482	Opening Asset Revaluation Reserve	482	782	62	782	782	782
4,752	Balance at the Start of the Reporting Period	4,822	5,300	10	5,466	5,665	5,840
Comprehensive Income							
708	Operating Result for the Period	335	332	-1	398	350	314
0	Inc/Dec in Asset Revaluation Reserve Surpluses	300	0	-100	0	0	0
708	Total Comprehensive Income	635	332	-48	398	350	314
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
0	Inc/Dec in Net Assets due to Admin Restructure	10	0	-100	0	0	0
-354	Dividend Approved	-167	-166	1	-199	-175	-157
-354	Total Transactions Involving Owners Affecting Accumulated Funds	-157	-166	-6	-199	-175	-157
Closing Equity							
4,624	Closing Accumulated Funds	4,518	4,684	4	4,883	5,058	5,215
482	Closing Asset Revaluation Reserve	782	782	-	782	782	782
5,106	Balance at the End of the Reporting Period	5,300	5,466	3	5,665	5,840	5,997

Table 8: Public Trustee and Guardian: Cash Flow Statement

2015-16 Budget		2015-16 Est Outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
755	Controlled Recurrent Payments	890	1,602	80	1,610	1,639	1,670
496	Cash from Government - CSO Payments	496	503	1	510	518	527
4,647	User Charges	4,695	4,695	-	4,812	4,933	5,056
127	Interest Received	175	180	3	180	190	190
464	Other Receipts	469	469	-	481	493	506
6,489	Operating Receipts	6,725	7,449	11	7,593	7,773	7,949
Payments							
3,247	Related to Employees	3,734	4,384	17	4,538	4,682	4,830
490	Related to Superannuation	505	567	12	587	605	627
1,381	Related to Supplies and Services	1,422	1,567	10	1,539	1,597	1,622
462	Other	467	466	..	478	486	503
5,580	Operating Payments	6,128	6,984	14	7,142	7,370	7,582
909	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	597	465	-22	451	403	367
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
0	Receipt of Transferred Cash Balances	10	0	-100	0	0	0
0	Financing Receipts	10	0	-100	0	0	0
Payments							
285	Dividends to Government	354	167	-53	166	199	175
285	Financing Payments	354	167	-53	166	199	175
-285	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	-344	-167	51	-166	-199	-175
624	NET INCREASE / (DECREASE) IN CASH HELD	253	298	18	285	204	192
6,165	CASH AT THE BEGINNING OF REPORTING PERIOD	6,244	6,497	4	6,795	7,080	7,284
6,789	CASH AT THE END OF REPORTING PERIOD	6,497	6,795	5	7,080	7,284	7,476

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- Controlled Recurrent Payments:
 - The increase of \$0.135 million in the 2015-16 estimated outcome from the original budget is mainly due to an increase in funds received as a result of the amendment to the *Protection of Rights Bill 2015* which resulted in the amalgamation of the former Public Trustee for the ACT (PTACT) with the Guardianship Unit of the former Public Advocate of the ACT (PAACT) into a new Territory Authority called the Public Trustee and Guardian (PTG).
 - The increase of \$0.719 million in the 2016-17 Budget from the 2015-16 estimated outcomes is mainly due to an increase in funds received as a result of the amalgamation of PTACT with the Guardianship function of the former PAACT.
- Employee Expenses:
 - The increase of \$0.498 million in the 2015-16 estimated outcome from the original budget is due to an increase in employee expenses as a result of the an increase in funds received as a result of the amalgamation of PTACT with the Guardianship function of the former PAACT and a general increase in wages due to an increase in PTACT staffing numbers and associated expenses.
- Superannuation Expenses:
 - The increase of \$0.062 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to an increase in superannuation expenses as a result of the amalgamation of PTACT and with the Guardianship function of the former PAACT.
- Supplies and Services:
 - The increase of \$0.145 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to an increase supplies and services expenses as a result of the amalgamation of PTACT and with the Guardianship function of the former PAACT together with a provision for Innovation that was not previously budgeted for.
- Depreciation and Amortisation:
 - The increase of \$0.050 million in the 2015-16 estimated outcome from the original budget is due to the depreciation on make good that was not previously budgeted for.
 - The decrease of \$0.093 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to the value of assets reaching the end of their useful life.

Balance Sheet

- Receivables:
 - The increase of \$0.114 million in the 2015-16 estimated outcome from the original budget is associated with the timing of the receipt of payment for sales.
- Property Plant and Equipment:
 - The increase of \$0.208 million in the 2015-16 estimated outcome from the original budget is due to the anticipated revaluation of the PTG Office Fitout.
 - The decrease of \$0.108 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to the increase in the Provision for Depreciation on assets.
- Other Non-Current Assets
 - The increase of \$0.004 million in the 2015-16 estimated outcome from the original budget is due to the split of current and non-current prepayments which were not previously budgeted for in this manner.
- Payables:
 - The decrease of \$0.065 million in the 2015-16 estimated outcome from the original budget is due to the timing of payment of invoices received at year end.
- Employee Benefits:
 - The increase of \$0.122 million in the 2015-16 estimated outcome from the original budget is mainly a result of the amalgamation of PTACT and with the Guardianship function of the former PAACT and the transfer of staff entitlements.
- Other Liabilities:
 - The decrease of \$0.187 million in the 2015-16 estimated outcome from the original budget is directly attributable to a decrease in the Operating Result.

Statement of Changes in Equity and Cash Flow Statement

Variations in the statement are explained in the notes above.