

Transport Canberra and
City Services Directorate

ACTION

ACT Public Cemeteries Authority

Appendix A: Discontinued Agency -
Capital Metro Agency



ACT
Government

Australian Capital Territory

BUDGET 2016-17

Budget
Statements
H

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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TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

Purpose

The purpose of Transport Canberra and City Services Directorate (the Directorate) is to help Canberrans move around the city and to provide efficient and high quality city services to the community. The Directorate will provide an integrated transport network and city services that are people-focused and innovative.

Administrative Arrangements 2016 (No. 3) merged the functions of Capital Metro Agency (CMA) with most of the functions of Territory and Municipal Services Directorate (TAMS) and the Active Travel Office from Environment and Planning Directorate (EPD) to create the Transport Canberra and City Services Directorate from 1 July 2016. Appendix A contains the 2015-16 estimated outcome of the discontinued Capital Metro Agency. The Parks and Conservation function of TAMS transferred to EPD effective 1 July 2016.

The Directorate will deliver attractive cityscape, effective roads network and strong public transport system and services required to support a flourishing community, provide mobility to the disadvantaged, support environmental outcomes, provide an attractive environment for businesses and support productivity.

In particular, the Directorate has a remit of improving public transport outcomes and delivering a vision for public transport that is convenient, efficient, affordable, reliable and integrated.

The Directorate will oversee the construction of light rail and ensure its effective integration into the public transport network.

The Directorate also delivers a range of services to the community including libraries, waste and recycling services, city amenity, infrastructure maintenance and management of the Territory's assets including recreational facilities, local shops amenity, playground equipment and upkeep of the city.

The Directorate is responsible for the planning, building and maintenance of many of the Government's infrastructure assets such as roads, bridges, cycling and community paths and the streetlight network.

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

2016-17 Priorities

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

- introducing an updated customer service charter;
- improving customer experience and satisfaction;
- updating the Directorate strategic plan; and
- supporting and adopting whole of government initiatives.

Transport Canberra Priorities

- working to improve the customer experience with public transport services;
- commencing construction of light rail;
- increasing public transport patronage;
- introducing a long term business strategy for public transport that will progress organisational and business reform and outline a pathway for further service improvement;
- completing a pathway study for ticketing and a procurement for value-add machines to develop an integrated ticketing system that will support buses and light rail;
- developing a comprehensive asset management strategy, including a bus fleet strategy;
- continuing to update the bus fleet with efficient and comfortable buses;
- undertaking a trial of electric buses;
- creating Schools Transport Coordinator and Active Travel Officer positions to promote active travel priorities;
- designing and constructing active travel infrastructure for primary schools;
- constructing active travel improvements around Kingston Group Centre and Woden Town Centre;
- providing increased transport options for those in the community who are unable to use regular ACTION route services;
- providing more bus services to new suburbs and trialling a Weston Creek to Canberra City via Cotter Road service;
- commencing the construction of a park-and-ride facility at Wanniasa; and
- completing the concept design of the Woden bus depot.

City Services Priorities

- progressing capital works projects to maintain a safe and efficient road network, including:
 - duplications of Horse Park Drive, Aikman Drive, Cotter Road and Ashley Drive;
 - increasing the carrying capacity of bridges;
 - improving the road network access for heavy vehicles; and
 - improving safety on the road network, including upgrading intersections at Woden.
- other capital works including:
 - upgrading the Library Management system with patron self check in;
 - forward planning for local shopping centre upgrades; and
 - replacement of the Asset Management system.
- progressing the ACT Waste Management Strategy 2011-2025 by investigating future waste management strategies, including resource recovery and energy from waste;
- continuing the bulky waste collection service for concession card holders;
- commencing a household green waste bin pilot;
- continuing to provide essential waste management infrastructure and services;
- continuing to support the RSPCA, enabling it to provide animal welfare services to the ACT community;
- improving the amenity of the city and suburbs, through cleaning and maintenance of public places;
- increasing road maintenance, including landscaping at Majura Parkway and Pialligo Avenue;
- supporting the light rail project through increased engineering capacity;
- providing asset maintenance and essential services to new suburbs; and
- continuing to support infrastructure development through industry consultation and timely assessment of development application approvals related to infrastructure assets.

Estimated Employment Level

Table 1: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE) – TCCS (excl ACTION)	869	928	914	809
Staffing (FTE) - ACTION	831	863	835	867
Staffing (FTE) - Total	1,700	1,791	1,749 ¹	1,676 ²

Notes:

1. The 2015-16 estimated outcome is lower than budget due to the transfer of National Arboretum Canberra to CMTEDD (-18 FTEs) and anticipated vacancies and other movements (-24 FTEs).
2. This variance from 2015-16 budget is largely due to Administrative Arrangement changes including: (a) the transfer of National Arboretum Canberra (-18 FTEs) to the Chief Minister, Treasury and Economic Development Directorate effective 22 January 2016; (b) the transfer of ACT Parks and Conservation Service (-186 FTEs) to the Environment and Planning Directorate effective 1 July 2016; and (c) amalgamation of Capital Metro Agency into TCCS from 1 July 2016 (38 FTEs). The remaining variance relates to new budget initiatives (21 FTEs), additional staff to assist in the delivery of the Light Rail Project (15 FTEs), other movements (21 FTEs) and ceasing initiatives (-6 FTEs).

Strategic Objectives and Indicators

Strategic Objective 1

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

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

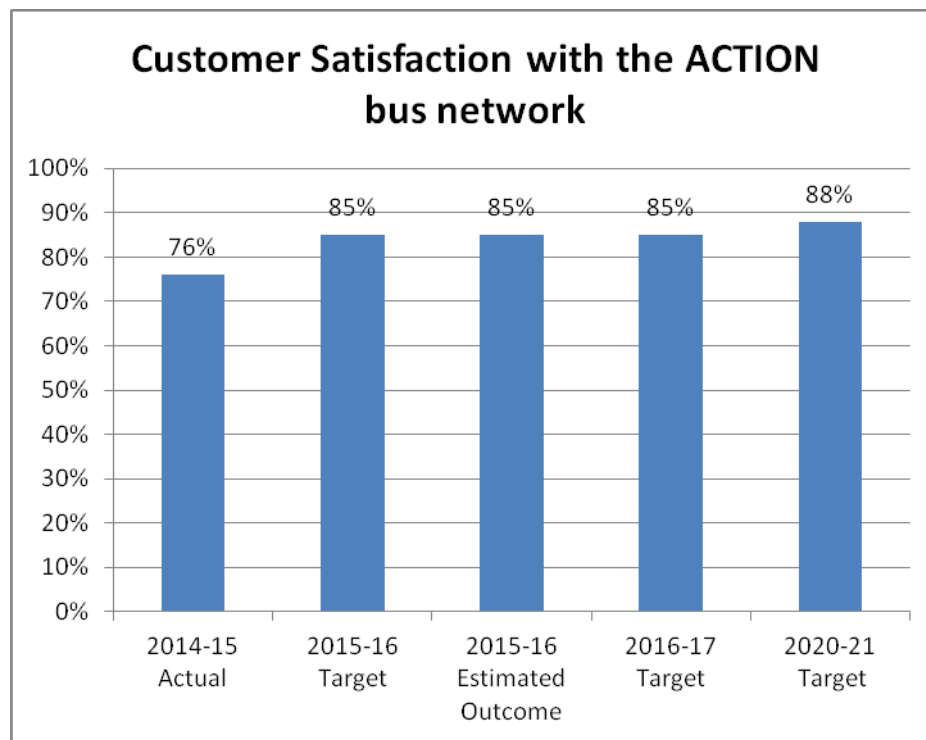
The reader should note that all long term targets and accountability indicators will be adjusted following the introduction of light rail.

Strategic Indicator 1.1: Customer satisfaction

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

- deliver customer service training for all frontline staff;
- develop a rewards and recognition program for strong performers;
- establish draft customer experience Key Performance Indicators for introduction across all levels of Transport Canberra; and
- conduct a comprehensive research piece on the current state and future expectations of transport options in the Territory, including travel purpose, mode choice, and factors that contribute to changes in travel behaviour and travel patterns.

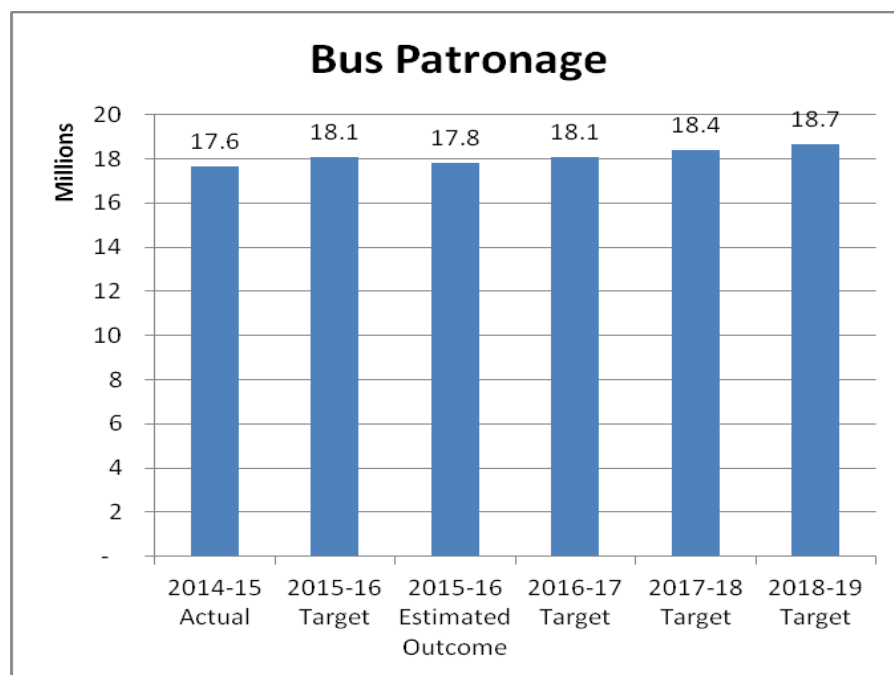
Figure 1: Customer satisfaction results and targets



Strategic Indicator 1.2: Patronage

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

Figure 2: Patronage results and targets



Strategic Indicator 1.3: Service reliability

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

Service reliability is measured through two key ACTION accountability indicators:

- services operated to completion – a measure of whether the bus arrives and completes its scheduled service; and
- on-time running – a measure of whether the bus leaves between 1 minute early and 4 minutes late from the scheduled timetable.

The Directorate has a five year target of services operated to completion of 99.6 per cent and on-time running of 85 per cent. While there are a number of factors that affect reliability, the condition of the bus fleet is a key factor. Achieving the Directorate’s targets will require targeted and ongoing investment in elements such as the bus fleet replacement strategy and the asset management strategy.

Figure 3 – Services operated to completion

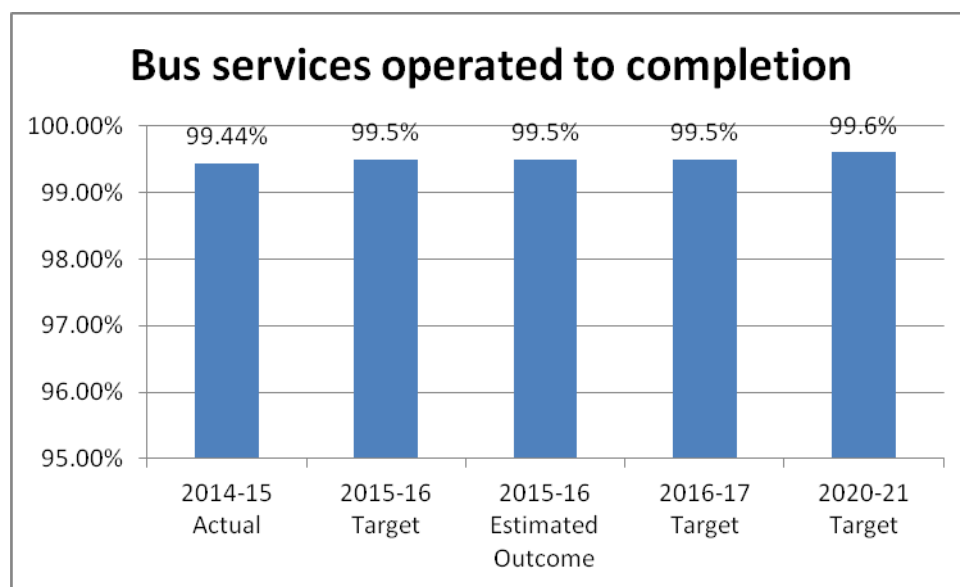
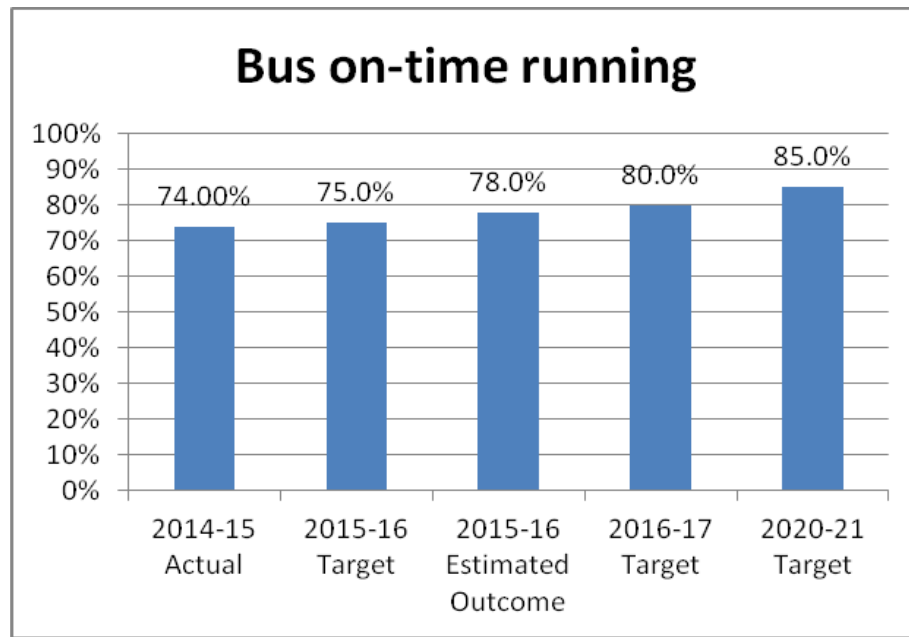


Figure 4 – On-time running



Strategic Objective 2: Improve the efficiency of public transport

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

- improving the efficiency of bus operations; and
- generating revenue through well targeted fare structures and increasing market share.

The reader should note that all long term targets and accountability indicators will be adjusted following the introduction of light rail.

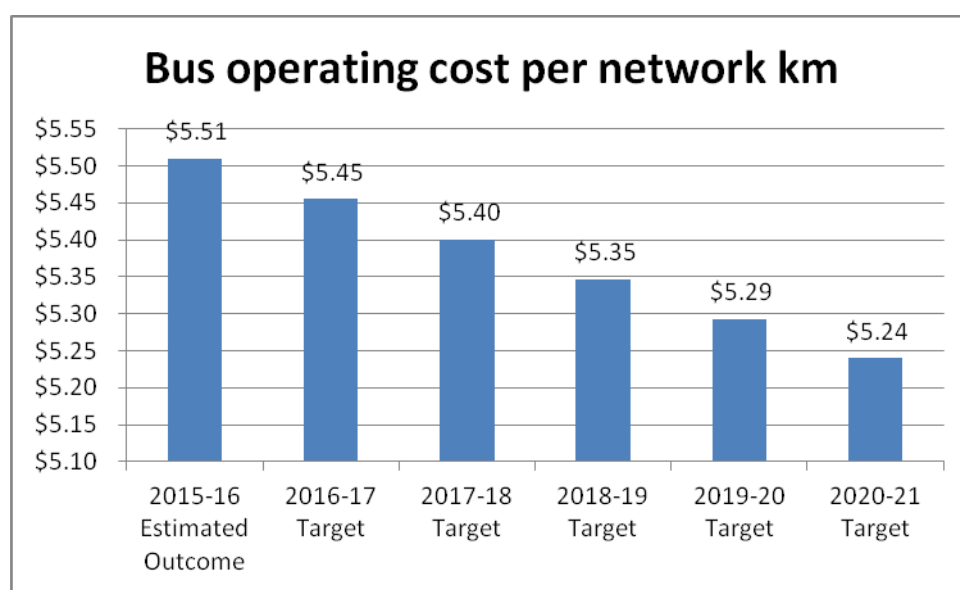
Strategic Indicator 2.1: Operating efficiency

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

The Directorate will develop a comprehensive asset management strategy, with a key deliverable for 2016-17 being the introduction of a fleet strategy to guide efforts to improve overall operating efficiency and achieve strong customer outcomes.

The Directorate has a five year goal of reducing operating costs per network kilometre by 5 per cent from current levels. This is an improvement in operating efficiency of more than 5 per cent after taking into account CPI growth, and will depend on the completion of key efficiency measures such as the construction of a bus depot in Woden.

Figure 5 – Bus network operating costs per network kilometre

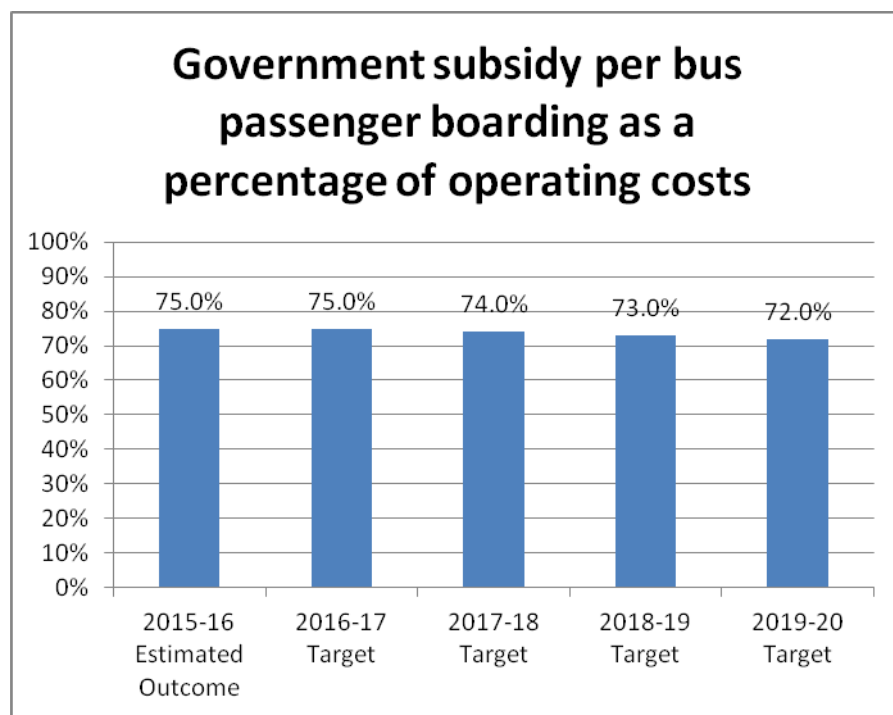


Strategic Indicator 2.2: Business performance

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

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

Figure 6 – Government subsidy per bus passenger boarding



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

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

Light rail is a key milestone for the Territory and will be fully integrated with the bus network. A modern ticketing system across buses and light rail will be a key deliverable for the Directorate leading up to the commencement of light rail.

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

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

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

The Directorate is responsible for ensuring that light rail is successfully operational by early 2019. The Directorate is responsible for overseeing the construction works of light rail and contributing to the broader urban design work that will make the Gungahlin to the City transport corridor a success.

The Directorate will integrate light rail with the bus network to deliver a single ticketing system.

Strategic Indicator 3.2: Reduce public transport related greenhouse gas emissions

Public transport plays an important role in helping meet the ACT's legislated greenhouse gas emissions targets. Light rail will efficiently move large numbers of commuters along the Gungahlin to city corridor. In line with the Government's target of 100 per cent renewable electricity by 2020, light rail will be powered by 100 per cent renewable electricity. The Directorate will work to make its fleet of bus vehicles modern and fuel efficient through the ongoing bus replacement program. An electric bus trial will also be undertaken in 2016-17 as part of a longer term vision toward sustainability.

ACTION buses will reduce green house gas emissions through improved fuel efficiency such as reducing dead running and engine idling time. ACTION buses are currently working to develop key performance indicators that will track consumption and emissions.

Strategic Indicator 3.3: Provide high quality services to meet social needs

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

A further area of performance includes:

- customer satisfaction with the services; and
- the access to mobility services.

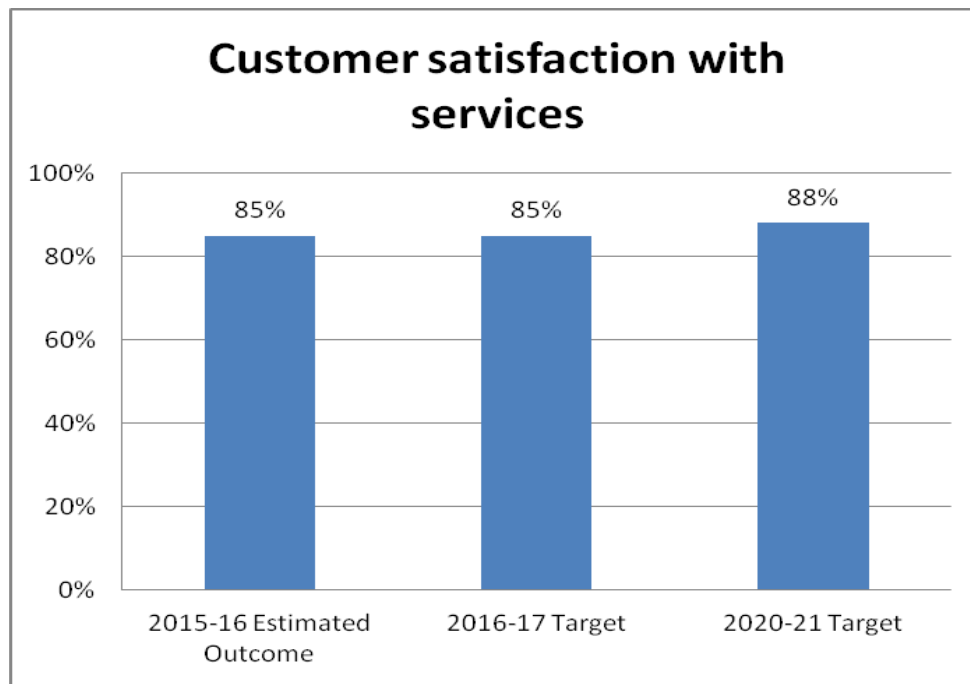
The Directorate is collaborating with the community sector to develop a basis for measuring performance for community services from 2017-18 and articulate longer term goals.

Strategic Objective 4: Deliver high quality city services

The Canberra Plan: Towards our Second Century articulates the Government's priorities through seven strategic themes, one of which refers to the delivery of high quality services. One of the Directorate's objectives is to ensure that services are consistently of high quality, timely, effective and cost efficient and meets the needs of the community; that the city is well maintained and its assets protected; and that members of the community have the opportunities to participate in the decision making process.

Strategic Indicator 4.1: Customer satisfaction continues to demonstrate improvement

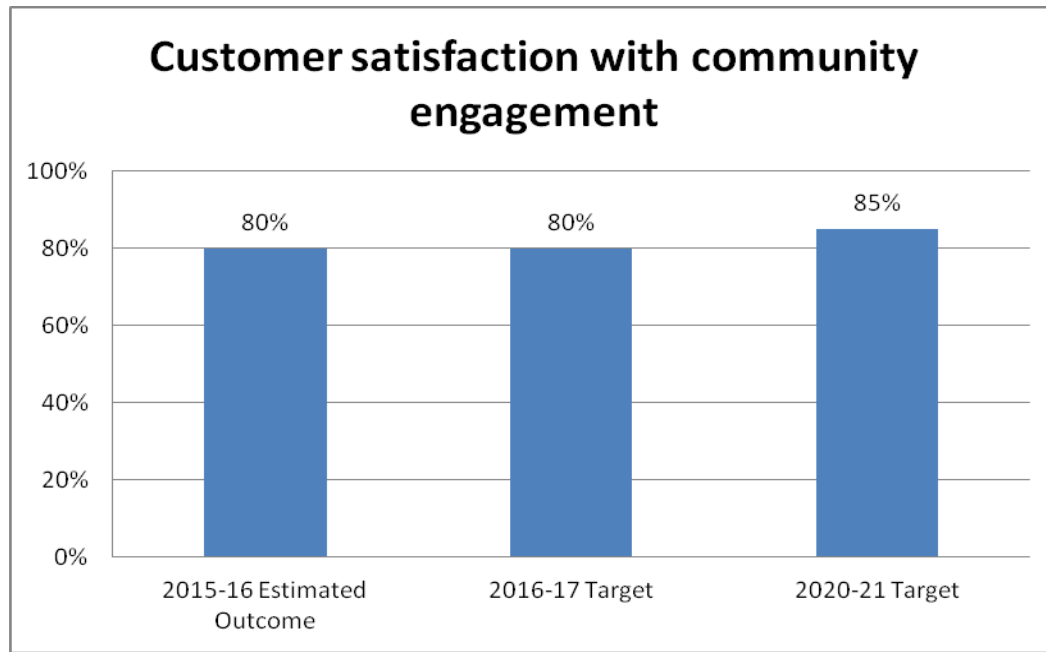
Figure 7 – Customer satisfaction with services



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

Strategic Indicator 4.2: Satisfaction with community engagement continues to demonstrate improvement

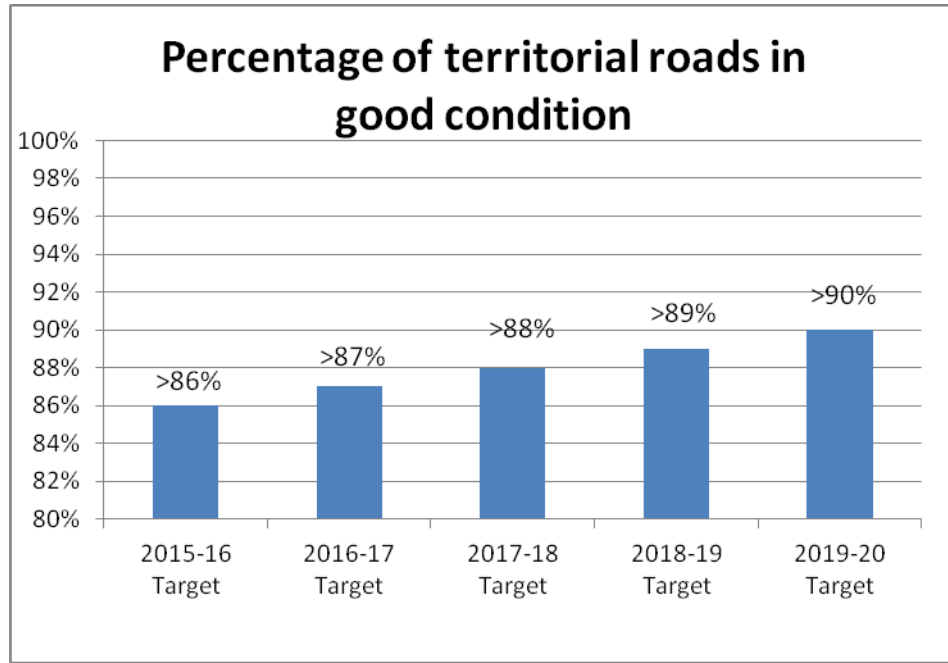
Figure 8 – Customer satisfaction with community engagement



The Directorate undertakes a wide range of community engagement activities including public meetings, forums, online and hardcopy surveys, telephone surveys, discussion groups, focus groups, seminars and workshops utilising local and social media. This indicator will be measured through a range of community engagement activities undertaken, as well as through overall satisfaction with the community engagement process for those participating members of the public. The satisfaction level will be measured through a feedback process that is integrated into major consultation activities.

Strategic Indicator 4.3: Percentage of territorial roads in good condition

Figure 9 – Percentage of territorial roads in good condition



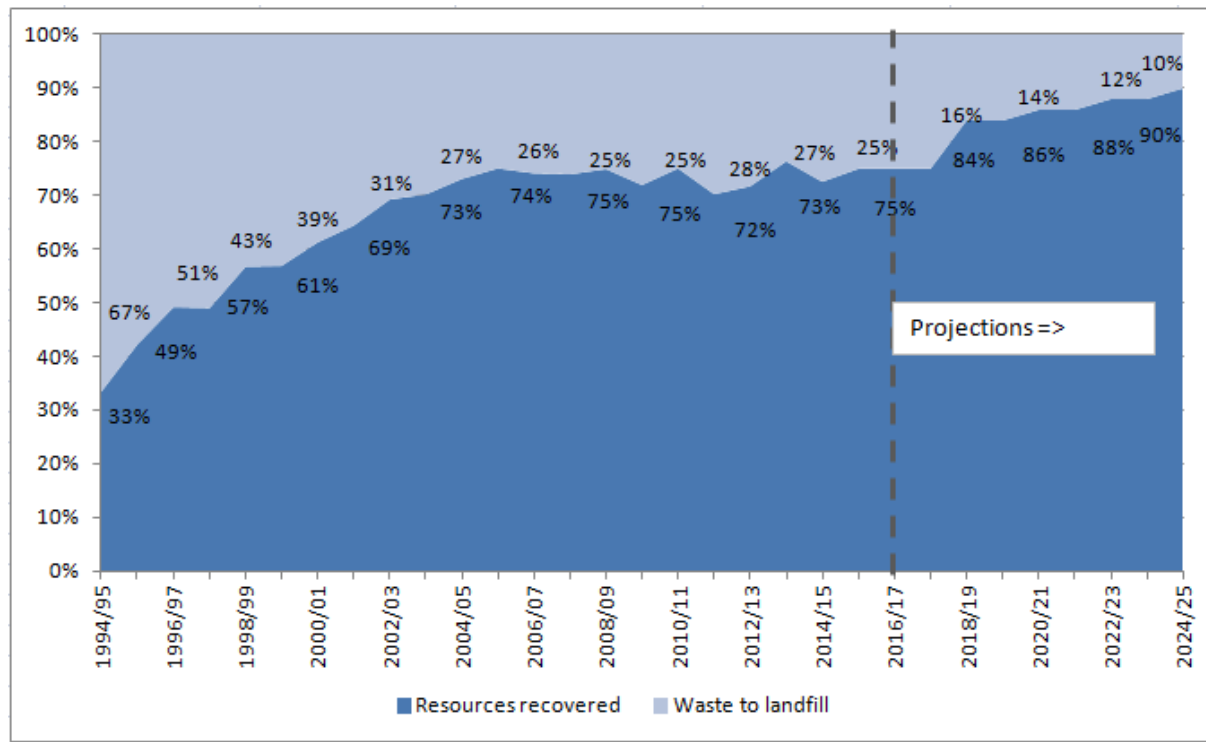
The Directorate maintains over 3,000 kilometres of road network across the Territory. This maintenance program is guided by a Strategic Asset Management Plan which enables a long term view of asset management. This indicator is measured using an industry standard survey that assesses one third of the territorial road network annually.

Strategic Objective 5: A Reduction in Waste to Landfill

A sustainable future is one of the Government’s strategic themes articulated in *The Canberra Plan: Towards our Second Century*. Its objective is to ensure that Canberra becomes a fully sustainable city and region and that future development is environmentally sensitive; to maintain and protect natural assets; and respond to the challenges of climate change. A reduction in the amount of waste going to landfill is one of the strategic progress indicators towards achieving this objective.

Strategic Indicator 5.1: Reduction in waste to landfill as a proportion of the total waste stream

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



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

A feasibility study is underway to investigate future waste management strategies, including facilities and operating models to increase the level of recycling in the Territory in order to continue to reduce the proportion of waste going to landfill, helping the ACT to achieve its target of 90 per cent resource recovery by 2024-25.

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

Output Classes

The Directorate has two output classes; Transport Canberra and City Services. These output classes do not have an estimated outcome for 2015-16.

Estimated outcome for 2015-16 relating to the discontinued outputs of Territory and Municipal Services Directorate can be found at page 22.

Output Class 1: Transport Canberra

Table 2: Output Class 1: Transport Canberra

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost ¹	n/a	129,294
Controlled Recurrent Payments	n/a	126,064

Note:

1. Total cost includes depreciation and amortisation of \$2.1 million in 2016-17.

Output 1.1: Transport Canberra

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

Table 3: Output 1.1: Transport Canberra

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost ¹	n/a	129,294
Controlled Recurrent Payments	n/a	126,064

Note:

1. Total cost includes depreciation and amortisation of \$2.1 million in 2016-17.

Output Class 2: City Services

Table 4: Output Class 2: City Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost ¹	n/a	337,789
Controlled Recurrent Payments	n/a	165,495

Note:

1. Total cost includes depreciation and amortisation of \$145.4 million in 2016-17.

Output 2.1: Roads and Infrastructure

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

Table 5: Output 2.1: Roads and Infrastructure

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	n/a	208,254
Controlled Recurrent Payments	n/a	78,124

Note:

1. Total cost includes depreciation and amortisation of \$131.3 million in 2016-17.

Output 2.2: Library Services

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

Table 6: Output 2.2: Library Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	n/a	16,474
Controlled Recurrent Payments	n/a	12,970

Note:

1. Total cost includes depreciation and amortisation of \$2.9 million in 2016-17.

Output 2.3: Waste and Recycling

Provision of domestic waste and recyclables collection services, operation of resource management and recycling centres, and implementation and evaluation of waste management programs, including household garbage and recycling.

Table 7: Output 2.3: Waste and Recycling

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	n/a	34,561
Controlled Recurrent Payments	n/a	25,581

Note:

1. Total cost includes depreciation and amortisation of \$2.7 million in 2016-17.

Output 2.4: City Maintenance and Services

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

Table 8: Output 2.4: City Maintenance and Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	n/a	62,571
Controlled Recurrent Payments	n/a	48,820

Note:

1. Total cost includes depreciation and amortisation of \$6.3 million in 2016-17.

Output 2.5: Capital Linen Service

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

Table 9: Output 2.5: Capital Linen Service

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	n/a	15,929
Controlled Recurrent Payments	n/a	-

Note:

1. Total cost includes depreciation and amortisation of \$2.2 million in 2016-17.

Accountability Indicators

Output Class 1: Transport Canberra

Output 1.1: Transport Canberra

Table 10: Accountability Indicators Output 1.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Light Rail			
a. Light rail track laying has commenced	n/a	n/a	1
b. Construction of light rail stops has commenced	n/a	n/a	3
c. Light rail vehicles have been ordered	n/a	n/a	14
Active Travel			
d. Customer satisfaction with access to cycle and walking paths	85%	85%	85%
Bus Operations (ACTION Output 1.1)			
e. Customer satisfaction with ACTION services as assessed by passenger survey ¹	85%	85%	85%
f. Deliver an updated, long term business strategy and report on business and organisational reform progress	n/a	n/a	1
g. Deliver an updated fleet strategy	n/a	n/a	1
h. Percentage of in service fleet fully compliant with standards under the <i>Disability Discrimination Act 1992</i> ²	70%	74%	76%
i. Percent of in service fleet Euro 3 or better emission standard compliant ³	64%	68%	n/a
j. Percent of in service fleet Euro 5 or better emission standard compliant ⁴	n/a	n/a	54%
k. Service reliability – percentage of all scheduled services which operated to completion	99.5%	99.5%	99.5%
l. Percentage of services operating on scheduled time ⁵	75%	78%	80%
m. Total network operating cost per network kilometre ⁶	\$5.24	\$5.51	\$5.45
n. Total network operating cost per passenger boarding ⁷	\$7.73	\$8.00	\$7.92
o. Fare box recovery as a percentage of total network operating costs	16.4%	16.4%	16.4%
p. ACTION passenger boardings ⁷	18.1 million	17.8 million	18.1 million
q. Undertake a trial of electric buses	n/a	n/a	1

Notes:

1. Customer satisfaction is measured from responses to an annual survey undertaken by an external provider on behalf of the Directorate. The survey seeks customer views on service levels across a range of services provided to the community by the Directorate.
2. The *Disability Discrimination Act 1992* (DDA) details the accessibility specifications of a bus required to achieve compliance. The Act requires full compliance by 2022. The adjusted target reflects increasing compliance as a result of the bus fleet replacement program.
3. This indicator is ceasing in 2016-17 as it has been replaced by indicator “j”, as Euro 5 provides a more relevant measure.

4. Euro emission standards define the acceptable limits for exhaust emissions of vehicles. This indicator is new, as the result of moving to Euro 5 standards.
5. Operating on scheduled time describes a bus service that departs a stop that is a designated timing point between 1 minute earlier and 4 minutes later than the scheduled time. GPS technology attached to the MyWay system is used to measure this indicator. Only scheduled services that operated successfully are measured.
6. Network operating costs per kilometre measure the cost and kilometres directly attributable to the operation of ACTION's network route and school services. It excludes costs and kilometres associated with the operation of special needs transport, community buses and bus charter services.
Total network operating costs measure the costs directly attributable to the operation of ACTION's network route and school services. The 2015-16 estimated outcome variance is predominantly related to increased workers' compensation premiums.
7. Passenger boardings are recorded when a passenger boards a bus and swipes their MyWay card on the MyWay console, purchases a paper ticket on board the bus or when the driver records a boarding through the MyWay console upon the passenger showing a valid paper ticket to transfer between buses. Passenger boardings for 2015-16 are expected to be lower than budget and this has impacted on indicators related to this measure.

Output Class 2: City Services

Output 2.1: Roads and Infrastructure

Table 11: Accountability Indicators Output 2.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
Roads			
a. Annual percentage of territorial roads resurfaced ¹	5%	5%	5%
b. Annual percentage of municipal roads resurfaced	4%	4%	4%
c. Percentage of customers satisfied with the public road network	>70%	70%	>70%
d. Percentage of territorial roads in good condition ¹	>86%	86%	>87%
e. Percentage of bridges that meet SM1600 standard on the B Double Network ²	>75%	75%	>80%
f. Increase in length (km) of on-road cycle lanes ³	25	25	25
g. Increase in length (km) of community paths ⁴	35	35	35
Asset Acceptance			
h. Responses on Development Applications referred from the Environment and Planning Directorate completed within agreed timeframes ⁵	85%	85%	85%
i. Respond to developers submissions within adopted timeframes ⁶	85%	85%	85%

Notes:

1. Territorial roads are sealed major roads that have the principle function of an avenue for movements linking town centres and suburbs. Territorial roads are defined as NAASRA (National Association of Australian State Road Authorities) Class 1,2,3 and 6.
2. SM1600 standard is a theoretical loading designated by Australian Standards 5100 2004 Bridge Design which should ensure that bridges can carry future vehicle loadings. The 2016-17 target has been increased to reflect ongoing bridge maintenance programs.
3. The indicator refers to the length of on-road cycle lanes in the network that meets the current standard width requirements. Sections of existing lanes that do not meet this standard are not included in the indicator until they are remarked and become compliant.
4. Increases in community paths are measured using the date the 'works as executed' drawings are submitted and registered.
5. Agreed timeframe is 15 working days.
6. Adopted timeframe is 20 working days.

Output 2.2: Library Services

Table 12: Accountability Indicators Output 2.2

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Physical visits to Libraries per capita ¹	5.5	4.9	5.0
b. Items borrowed per capita ¹	8.2	7.5	7.5
c. Percentage of population who are registered library members ²	57%	62%	62%
d. Customer satisfaction with library services ³	90%	90%	90%
e. Direct cost of public library services per capita ¹	\$35.50	\$35.50	\$35.50
f. Percentage of library collection purchased in previous 5 years	60%	60%	60%
g. Number of ACT publications or collections added to the heritage collection	12,000	12,000	12,000

Notes:

1. 2016-17 target is based on a population of 395,000.
2. 2016-17 target is based on a population of 395,000 with 62 per cent of the population representing approximately 244,900 library members.
3. The survey includes public libraries only and does not include the Virtual and Heritage Libraries.

Output 2.3: Waste and Recycling

Table 13: Accountability Indicators Output 2.3

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Annual tonnes of waste to landfill per head of population ¹	0.6	0.7	0.7
b. Annual total resource recovery tonnage per head of population ¹	1.7	1.7	1.7
c. Percentage of material recovered from the total waste stream	75%	75%	75%
d. Percentage of customers satisfied with waste collection services	>90%	>90%	>90%
e. Contract cost of landfill waste per tonne	\$16.00	\$16.00	\$16.00
f. Annual cost of domestic kerbside waste collection services per head of population ¹	\$19.50	\$19.85	\$19.50
g. Annual cost of domestic kerbside recycling collection services per head of population ¹	\$10.50	\$10.80	\$10.50

Note:

1. The 2016-17 target is based on an ACT population of 395,000 and Queanbeyan population of 41,000.

Output 2.4: City Maintenance and Services

Table 14: Accountability Indicators Output 2.4

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Customer satisfaction with the management of Town and District Parks	90%	90%	90%
b. Customer satisfaction with maintenance of street trees	70%	70%	70%
c. Customer satisfaction with children's play equipment being well maintained	90%	90%	90%
d. Customer satisfaction with the general look and feel of local suburban shopping centres	75%	75%	75%
e. Number of dogs processed by the Domestic Animal Shelter ¹	1,300	1,500	1,300
f. Percentage of saleable stray and abandoned dogs re-homed	90%	90%	90%
g. Remove abandoned vehicles on unleased land within nine calendar days ²	100%	90%	100%
h. Respond to complaints of public safety issues within 2 days ³	100%	90%	100%
i. Response and collection of 'sharps' on unleased and within 4 hours	100%	100%	100%
Yarralumla Nursery			
j. Plant spoilage within industry standard	<10%	<10%	<10%

Notes:

1. The above target estimated outcome is due to changed arrangements meaning all stray dogs are now transferred to Domestic Animal Services from the RSPCA drop off pens.
2. The below target estimated outcome for 2015-16 is the result of several vehicles requiring specialist removal equipment.
3. The below target estimated outcome for 2015-16 is the result of delays in responding to some of the lower priority complaints including line of sight, overhanging foliage, signage and obstructions on nature strips.

Output 2.5: Capital Linen Service

Table 15: Accountability Indicators Output 2.5

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Total tonnes of laundry delivered ¹	5,750	6,619	7,312
b. Retain certification of Quality Management System Standard AS/NZS ISO 9001:2008	100%	100%	100%

Note:

1. The increase reflects new growth in the delivery of linen to the health and accommodation sectors.

Discontinued Outputs of Territory and Municipal Services

The estimated outcome of the outputs of the Territory and Municipal Services Directorate is shown below. Following administrative arrangements effective 1 July 2016 creating the Transport Canberra and City Services Directorate (TCCS) these outputs have been superseded.

Output Class 1: Territory and Municipal Services

Table 16: Output Class 1: Territory and Municipal Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost^{1,2}	506,629	n/a
Controlled Recurrent Payments²	329,398	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$145.8 million in 2015-16.
2. Total cost and controlled recurrent payments relating to this output are now contained within TCCS output class 2 "City Services".

Output 1.1: Information Services

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

Table 17: Output 1.1: Information Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost^{1,2}	21,038	n/a
Controlled Recurrent Payments²	17,146	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$3.6 million in 2015-16.
2. Total cost and controlled recurrent payments relating to this output are now contained within TCCS output 2.2 "Library Services".

Output 1.2: Roads and Sustainable Transport

Management of the ACT's road and associated assets, stormwater infrastructure, community paths, bridges, traffic signals, streetlights and car parks. This output also includes the provision of ACTION bus services.

Table 18: Output 1.2: Roads and Sustainable Transport

	2015-16	2016-17
	Estimated Outcome	Budget
	\$'000	\$'000
Total Cost^{1,2}	321,976	n/a
Controlled Recurrent Payments²	188,668	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$128.7 million in 2015-16.
2. Total cost and controlled recurrent payments relating to this output are now contained within TCCS output 1.1 "Transport Canberra" and output 2.1 "Roads and Infrastructure"

Output 1.3: Waste and Recycling

Provision of domestic waste and recyclables collection services, operation of resource management and recycling centres, and implementation and evaluation of waste management programs, including household garbage and recycling.

Table 19: Output 1.3: Waste and Recycling

	2015-16	2016-17
	Estimated Outcome	Budget
	\$'000	\$'000
Total Cost^{1,2}	37,528	n/a
Controlled Recurrent Payments²	29,081	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$3.0 million in 2015-16.
2. Total cost and controlled recurrent payments relating to this output are now contained within TCCS output 2.3 "Waste and Recycling".

Output 1.4: Land Management

Planning and management of the Territory's parks, reserves, open space system and plantations, including associated community infrastructure. The land manager role includes maintaining the look and feel of the city; management of land for recreational use; conservation management, including management of national parks, nature reserves and the urban forest; fire management; and pest and weed control. This output also includes the National Arboretum Canberra and the Yarralumla Nursery.

Table 20: Output 1.4: Land Management

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost^{1,2}	101,509	n/a
Controlled Recurrent Payments²	85,662	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$8.5 million in 2015-16.
2. The National Arboretum was transferred to CMTEDD on 22 January 2016 and the Parks and Conservation function transferred to EPD on 1 July 2016. The remaining total cost and controlled recurrent payments relating to Land Management are now contained within TCCS output 2.4 "City Maintenance and Services".

Output 1.5: Regulatory Services

Administration of regulatory activities to protect and enhance the natural and built environment. Provision of advice, education and compliance services to Government and the community in relation to municipal ranger functions, domestic animal management, plant and animal licensing and significant tree protection.

Table 21: Output 1.5: Regulatory Services

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost^{1,2}	9,062	n/a
Controlled Recurrent Payments²	8,841	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$0.04 million in 2015-16.
2. Total cost and controlled recurrent payments relating to this output are now contained within TCCS output 2.1 "Roads and Infrastructure" and 2.4 "City Maintenance and Services".

Output 1.6: Capital Linen Service

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

Table 22: Output 1.6: Capital Linen Service

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost^{1,2}	15,516	n/a
Controlled Recurrent Payments²	0	n/a

Notes:

1. Total cost includes depreciation and amortisation of \$2.0 million in 2015-16.
2. Total cost relating to this output are now contained within TCCS output 2.5 "Capital Linen Service".

Discontinued Accountability Indicators of Territory and Municipal Services

Following administrative arrangements, indicators (a) to (f) have been transferred to the Environment and Planning Directorate, and indicator (g) has been transferred to the Chief Minister, Treasury and Economic Development Directorate.

Output 1.4: Land Management

Table 23: Accountability Indicators Output 1.4

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Customer satisfaction with the Management of protected areas (Tidbinbilla Nature Reserve, Namadgi National Park and Canberra Nature Park)	90%	90%	n/a
b. Implement fuel management activities – grazing – as identified under the approved Bushfire Operational Plan (BOP) ¹	100%	100%	n/a
c. Implement fuel management activities – physical removal – as identified under the approved Bushfire Operational Plan (BOP) ¹	100%	100%	n/a
d. Implement fuel management activities – slashing - as identified under the approved Bushfire Operational Plan (BOP) ¹	100%	100%	n/a
e. Implement fuel management activities – burning - as identified under the approved Bushfire Operational Plan (BOP) ¹	100%	100%	n/a
f. Implement access activities - as identified under the approved Bushfire Operational Plan (BOP) ¹	100%	100%	n/a
g. The level of visitor satisfaction at the National Arboretum Canberra	85%	85%	n/a

Note:

1. The TAMS Bushfire Operational Plan (BOP) is an annual works plan legally required under the *Emergencies Act 2004*, for all TAMS fuel management activities and is aimed at mitigating the adverse impact of unplanned fires.

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	328,180	298,012	303,576	312,373	312,373
FMA Section 16B Rollovers from 2014-15					
Commonwealth Grants – Centenary of Canberra – Constitution Avenue Upgrade NP	6,946	-	-	-	-
Transport for Canberra – Improved ACTION Network Services	95	-	-	-	-
2016-17 Budget Policy Adjustments					
Better Public Transport for Canberra – More bus services – ACTION Network 16	-	1,900	513	525	538
Better Public Transport – Active travel for schools and shopping centres	-	300	-	25	55
Better Public Transport – Engineering support for light rail	-	392	405	412	-
Better Public Transport – Enhanced community transport coordination and services	-	600	-	-	-
Better Public Transport for Canberra– Improved delivery of ACTION services	-	12,285	12,659	11,282	10,884
Better Public Transport for Tuggeranong – Park and ride facility for Wanniasa	-	-	-	-	15
Better Public Transport – Trial of electric buses	-	600	-	-	-
Better Public Transport for Woden and Weston Creek – New Woden bus depot	-	-	-	-	(2,700)
Better Roads for Belconnen – Aikman Drive duplication	-	-	-	98	196
Better Roads for Canberra – Increased maintenance funding	-	600	2,050	2,100	2,150
Better Roads for Tuggeranong – Ashley Drive duplication (Ellerston Avenue to Johnson Drive)	-	-	-	-	35
Better Roads for Weston Creek – Cotter Road duplication (Tuggeranong Parkway to Yarralumla Creek)	-	-	32	32	288
Better Roads for Woden – Intersection safety upgrades	-	-	-	15	30

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Better Services – Improved asset management	-	300	550	(300)	(550)
Better Services – Improving Animal Welfare Services – Support for the RSPCA	-	300	-	-	-
Better Services – Improving libraries – Self-service check out and improved access	-	-	-	(107)	(282)
Enhanced Waste Management – Waste management contract renewals	-	1,332	NFP	NFP	NFP
Improving Our Suburbs – Cleaning and maintenance of Canberra’s public spaces	-	1,000	-	-	-
Improving Our Suburbs –Local shopping centre upgrades	-	475	-	-	-
Improving Our Suburbs – Green bins pilot program	-	88	1,173	-	-
Improving Our Suburbs – Services for new suburbs	-	2,386	1,860	1,906	1,954
Supporting Seniors – Enhanced Waste Management – Bulky waste household collection program	-	400	-	-	-
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	(1,154)	(1,183)	(1,212)	2,098
Revised Indexation Parameters – ACTION	-	(308)	(315)	(323)	923
Revised Superannuation Parameters	(343)	(166)	20	80	161
Revised Superannuation Parameters – ACTION	(51)	406	563	651	691
Transfer – Capital Metro Agency to TCCS	-	5,213	4,638	4,483	1,078
Light Rail – Stage 1 – PPP Service Payments	-	-	-	40,104	46,628
Light Rail – Stage 1 – PPP Territory Retained Risk	-	-	-	154	190
Transfer – National Arboretum Canberra – TAMS to CMTEDD	(1,629)	(4,075)	(4,186)	(4,297)	(4,380)
Transfer – Parks and Conservation – TAMS to EPD	-	(34,122)	(35,410)	(37,578)	(38,260)
Revised Funding Profile – Improved Waste Resource Recovery	(400)	400	-	-	-
Revised Funding Profile – Piailigo and Airport Road Network	400	(400)	-	-	-
Constitution Avenue to Vernon Circle	-	2,800	-	-	-
Commonwealth Grants – Investment – Road Component NP	(258)	5,734	6,045	2,454	34
Better Roads for Gungahlin – Gundaroo Drive Duplication – Stage 1	-	-	-	-	315

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Better Roads for Tuggeranong – Ashley Drive Duplication – Stage 2	-	-	-	-	246
Transport for Canberra – Improved Community Transport	-	110	-	-	-
Urban Renewal Program – Erindale Group Centre – Gartside Street (south) development – Stage 1	-	-	-	-	6
Urban Renewal Program – Kambah Group Centre – Public domain improvements – Stage 1	-	-	-	-	1
Urban Renewal Program – Oaks Estate river corridor heritage walk improvements – Stage 1	-	-	-	-	2
Urban Renewal Program – Tuggeranong Valley and Kaleen age friendly facilities	-	-	-	-	5
Urban Renewal Program – Weston Group Centre – Brierly Street and Trenerry Square upgrades	-	-	-	-	6
William Slim Drive/Barton Highway Roundabout Signalisation	-	-	-	-	100
General Savings	(3,542)	(3,849)	(5,071)	(5,106)	(5,142)
2016-17 Budget	329,398	291,559	287,919	327,771	329,688

Table 25: 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	146,158	99,695	42,290	30,837	30,837
FMA Section 16B Rollovers from 2014-15					
ACTION – Bus Replacement Program	45	-	-	-	-
ACTION – Replace Underground Storage Tanks	278	-	-	-	-
Armour Cable Upgrade	488	-	-	-	-
Ashley Drive – Stage 2 (Design)	17	-	-	-	-
Automated Works as Executed Data Entry System	28	-	-	-	-
Bridge Strengthening on Commercial Routes	310	-	-	-	-
Bridge Strengthening on Commercial Routes – Barry Drive	196	-	-	-	-
Centenary Trail	41	-	-	-	-
Commonwealth Grants – Black Spot Program NP	1,178	-	-	-	-
Enhancement of Library Collections	(17)	-	-	-	-
Environmental Offsets – Lawson South	(7)	-	-	-	-
Footpath and Cycling Improvements	9	-	-	-	-
Garbage and Recycling Bin Replacement Program	146	-	-	-	-
Improve Security, Worker Safety and Efficiency at Maintenance Depots	98	-	-	-	-
Infill Lighting in Neighbourhood Developments including Pathway Lighting	115	-	-	-	-
Jerrabomberra Wetlands Infrastructure Improvements	108	-	-	-	-
Kingston – Wentworth Avenue Pavement Rehabilitation Stage 2 (Design)	19	-	-	-	-
Local Shopping Centre Upgrades	73	-	-	-	-
Macerator Replacement at Domestic Animal Services	83	-	-	-	-
Majura Pines recreational activities improvements including trail network establishment	(5)	-	-	-	-
Molonglo Riverside Park – Stage 1	292	-	-	-	-
Molonglo Valley – Implementation of Commitments in the NES Plan – Stage 2	130	-	-	-	-
Mugga Lane – Land Fill Extension – Stage 5	645	-	-	-	-
Mugga Lane – Rehabilitation of Old Landfill Cells	(32)	-	-	-	-
Mugga Lane – Replace Asbestos Disposal Site	(130)	-	-	-	-

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Mugga Lane – Replace Damaged Septic System	39	-	-	-	-
Mugga Lane Resource Management Centre – Mugga Fire Fighting Utilities Upgrade	267	-	-	-	-
Mugga 2 Quarry – Remediation	(132)	-	-	-	-
National Arboretum Canberra Capital Upgrades	173	-	-	-	-
National Arboretum Canberra – Event Terrace and Precinct Facilities	216	-	-	-	-
National Arboretum Canberra – Water Security	(25)	-	-	-	-
Official Opening 2013 – National Arboretum Canberra	222	-	-	-	-
Open space furniture improvements and asset protection as well as new signage in parks and on walking trails	26	-	-	-	-
Playground Safety Program	(1)	-	-	-	-
Public Transport Infrastructure	101	-	-	-	-
Recycling Drop Off Centre Upgrades	12	-	-	-	-
Red Hill Nature Reserve Remediation	116	-	-	-	-
Red Hill Nature Reserve Remediation (Finalisation of Design)	(7)	-	-	-	-
Residential Street Improvements	162	-	-	-	-
Road Batter Slope Improvements	205	-	-	-	-
Road Safety Measures	373	-	-	-	-
Roads to Recovery Federal Forward Year Funding	(5,090)	-	-	-	-
Skate Park upgrades to improve safety	22	-	-	-	-
Strategic Bushfire Management Plan	(284)	-	-	-	-
Town and District Park Upgrades	479	-	-	-	-
Transport for Canberra – Bus Stop Upgrades to Disability Standards – Stage 2	514	-	-	-	-
Transport for Canberra – Canberra Avenue Bus Priority Measures	5	-	-	-	-
Transport for Canberra – City Path Lighting	134	-	-	-	-
Transport for Canberra – Majura Parkway	20,950	-	-	-	-
Transport for Canberra – Majura Parkway Off Road Shared Path	(2,528)	-	-	-	-
Transport for Canberra – Real Time Passenger Information System	708	-	-	-	-
Transport for Canberra – Upgrading Erindale Bus Station	84	-	-	-	-
Transport for Canberra – Variable Message Signs	30	-	-	-	-
Transport for Canberra – Walking and Cycling Infrastructure – Stage 4	(245)	-	-	-	-

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Upgrade CCTV Cameras and Refit of Computer Stations at all Public Libraries	6	-	-	-	-
Weston Creek Group Centre Parking	161	-	-	-	-
2016-17 Budget Policy Adjustments					
Better Public Transport – Active travel for schools and shopping centres	-	2,500	500	-	-
Better Public Transport– Bus Fleet upgrades	-	8,000	2,000	-	-
Better Public Transport – Integrated bus and light rail ticketing – One Ticket, One Fare, One Network	-	3,000	NFP	NFP	-
Better Public Transport for Tuggeranong – Park and ride facility for Wanniasa	-	500	1,000	-	-
Better Public Transport for Woden and Weston Creek – New Woden bus depot	-	775	NFP	-	-
Better Roads for Belconnen – Aikman Drive duplication	-	5,801	4,000	-	-
Better Roads for Canberra – Stronger bridges to transport freight	-	2,400	2,300	1,800	-
Better Roads for Gungahlin – Horse Park Drive duplication – (Mulligans Flat Road to the Federal Highway)	-	5,000	24,000	28,000	-
Better Roads for Tuggeranong –Ashley Drive duplication (Ellerston Avenue to Johnson Drive)	-	500	3,000	-	-
Better Roads for Weston Creek – Cotter Road duplication (Tuggeranong Parkway to Yarralumla Creek)	-	4,450	13,450	11,000	-
Better Roads for Woden – Intersection safety upgrades	-	1,520	-	-	-
Better Services – Improved asset management	-	500	500	500	205
Better Services – Improving libraries – Self-service check out and improved access	-	1,100	1,100	-	-
Caring for our Environment – Essential waste management infrastructure	-	1,000	-	-	-
Improving Our Suburbs – Green bins pilot program	-	227	227	-	-
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	498
Transfer – Capital Metro Agency to TCCS	-	15,071	12,185	9,884	-
Light Rail – Stage 1 – PPP Service Payments	-	-	-	271	8,753

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Light Rail – Stage 1– PPP Capital Contribution	-	-	-	375,000	-
Light Rail – Stage 1– PPP Territory Retained Risk	-	49,670	34,243	2,402	190
Transfer – National Arboretum Canberra – TAMS to CMTEDD	(940)	(927)	(130)	(133)	(137)
Transfer – Parks and Conservation – TAMS to EPD	-	(7,084)	(3,218)	(543)	(557)
Revised Funding Profile – ACTION – Bus Replacement Program	6,718	(6,718)	-	-	-
Revised Funding Profile – Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1	(5,600)	5,600	-	-	-
Revised Funding Profile – Civic to Gungahlin Corridor Improvements	(8,678)	8,678	-	-	-
Revised Funding Profile – Domestic Animal Services Incident Management System	(100)	100	-	-	-
Revised Funding Profile – Enhancing the Protection of Endangered Species and Habitat	(800)	800	-	-	-
Revised Funding Profile – Environmental Offsets – Gungahlin (EPIC)	(100)	100	-	-	-
Revised Funding Profile – Environmental offsets – Lawson South	(250)	250	-	-	-
Revised Funding Profile – Garbage and Recycling Bin Replacement Program	(500)	500	-	-	-
Revised Funding Profile – Local Shopping Centre Upgrades Program	(300)	300	-	-	-
Revised Funding Profile – Molonglo Riverside Park – Stage 1	(150)	150	-	-	-
Revised Funding Profile – Mugga Lane – Rehabilitation of Old Landfill Cells	(500)	500	-	-	-
Revised Funding Profile – National Arboretum Canberra – Event Terrace and Precinct Facilities	(800)	800	-	-	-
Revised Funding Profile – National Arboretum Canberra – Water Security	(130)	130	-	-	-
Revised Funding Profile – Red Hill Nature Reserve Remediation (Finalisation of Design)	(128)	128	-	-	-
Revised Funding Profile – Strategic Bushfire Management Plan	(750)	750	-	-	-
Revised Funding Profile – Transport for Canberra – Business system upgrade	(1,080)	1,080	-	-	-

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Revised Funding Profile – Transport for Canberra – Real Time Passenger Information System – Passenger Information Displays and Signage	(2,700)	2,276	424	-	-
Revised Funding Profile – Urban Renewal Program – Acton – Sullivans Creek cycle path upgrades	(900)	900	-	-	-
Revised Funding Profile – Urban Renewal Program – Playground Repairs	(40)	40	-	-	-
Revised Funding Profile – Urban Renewal Program – Tuggeranong Valley and Kaleen age friendly facilities	(125)	125	-	-	-
Revised Funding Profile – Urban Renewal Program – Tuggeranong – Anketell Street (north) upgrade – Stage 1	(390)	390	-	-	-
Revised Funding Profile – William Slim Drive/Barton Highway Roundabout Signalisation	(3,000)	3,000	-	-	-
Revised Funding Profile – West Belconnen Resource Management Centre Rehabilitation of Landfill Cells	(200)	-	200	-	-
Commonwealth Grants – Black Spots Program NP	(966)	653	-	-	13
Commonwealth Grants – Bridges Renewal Programme NP	(46)	(600)	(131)	(185)	(166)
Commonwealth Grants – Heavy Vehicles Safety and Productivity Program NP	(574)	(442)	(30)	3	(2)
Commonwealth Grants – Investment – Road Component	-	-	-	-	20,109
Commonwealth Grants – Roads to Recovery Program NP	3,373	7,331	5,600	(1,596)	800
ACT Travel Time Information (formerly Ramp Metering on Cotter Road)	-	386	-	-	-
Civic to Gungahlin Corridor Improvements	-	1,572	-	-	-
Shopping Centre Upgrade Program – Red Hill and Lyons	-	343	-	-	-
William Slim Drive/Barton Highway Roundabout Signalisation	-	265	-	-	-
Commonwealth Grants – Roads to Recovery Program NP	5,275	8,600	3,200	5,425	-
Saving – ACTION – Replace underground storage tanks	(3,500)	-	-	-	-
Saving – Official Opening 2013 – National Arboretum Canberra	(124)	-	-	-	-
2016-17 Budget	148,954	231,685	146,710	462,665	60,543

Summary of 2016-17 Infrastructure Program

Table 26: 2016-17 Transport Canberra and City Services Directorate Infrastructure Program

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	Four Year Investment \$'000	Completion Date
New Works						
Better Public Transport for Tuggeranong– Park and ride facility for Wanniasa	500	1,000	-	-	1,500	Jun-2018
Better Public Transport – Active travel for schools and shopping centres	2,500	500	-	-	3,000	Jun-2018
Better Public Transport for Woden and Weston Creek - New Woden bus depot	775	NFP	NFP	-	775	Jun-2019
Better Roads for Woden – Intersection safety upgrades	1,520	-	-	-	1,520	Jun-2017
Better Roads for Belconnen – Aikman Drive duplication	5,801	4,000	-	-	9,801	Jun-2018
Better Roads for Canberra – Stronger bridges to transport freight	2,400	2,300	1,800	-	6,500	Jun-2019
Better Roads for Gungahlin – Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	5,000	24,000	28,000	-	57,000	Jun-2019
Better Roads for Tuggeranong – Ashley Drive duplication (Ellerston Avenue to Johnson Drive)	500	3,000	-	-	3,500	Jun-2018
Better Roads for Weston Creek – Cotter Road duplication (Tuggeranong Parkway to Yarralumla Creek)	4,450	13,450	11,000	-	28,900	Jun-2019
Caring for our Environment – Essential waste management infrastructure	1,000	-	-	-	1,000	Jun-2017
Improving Our Suburbs – Local shopping centre upgrades	475	-	-	-	475	Jun-2017
Total	24,921	48,250	40,800	-	113,971	
Capital Upgrades						
<u>ACTION</u>						
Bus major component overhauls including driver and passenger seat replacement	1,000	-	-	-	1,000	Jun-2017
Tow truck component replacement	100	-	-	-	100	Jun-2017
Tuggeranong and Belconnen depot and workshop site and tool upgrades	656	-	-	-	656	Jun-2017
<u>ACT NoWaste</u>						
Mugga Lane Fencing	500	-	-	-	500	Jun-2017

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	Four Year Investment \$'000	Completion Date
Mugga Lane Transfer Station Road Improvements and Upgrade Weighbridge	800	-	-	-	800	Jun-2017
<u>Domestic Animal Services</u>						
Redesign of the Domestic Animal Shelter (DAS) including dog kennels and cattery	150	-	-	-	150	Jun-2017
<u>Neighbourhood Improvements</u>						
Energy efficient lighting	500	-	-	-	500	Jun-2017
Residential street improvements	600	-	-	-	600	Jun-2017
Safety improvements lighting	500	-	-	-	500	Jun-2017
Traffic management and active streets at schools	300	-	-	-	300	Jun-2017
<u>Open Space Improvement</u>						
Dog park in Weston Creek	320	-	-	-	320	Jun-2017
Group Centre Package	1,000	-	-	-	1,000	Jun-2017
Playgrounds – Four major upgrades	900	-	-	-	900	Jun-2017
Playground Package	900	-	-	-	900	Jun-2017
Playground rehabilitation	900	-	-	-	900	Jun-2017
Public Toilet Upgrade Program	785	-	-	-	785	Jun-2017
Upgrade skate parks and fitness equipment	330	-	-	-	330	Jun-2017
<u>Property Improvements</u>						
Macarthur House amenities upgrade	120	-	-	-	120	Jun-2017
Protective Security upgrades	400	-	-	-	400	Jun-2017
<u>Public Libraries</u>						
Library Interior Upgrades and Kippax Library Chute upgrade	350	-	-	-	350	Jun-2017
<u>Road Safety Measures and Rehabilitation</u>						
Armour Cable upgrade	500	-	-	-	500	Jun-2017
Bridge Bearing replacement	200	-	-	-	200	Jun-2017
DDA compliance upgrades program	1,000	-	-	-	1,000	Jun-2017
Footpath and cycling improvements	1,500	-	-	-	1,500	Jun-2017
Road barrier improvements	200	-	-	-	200	Jun-2017
Road batter slope improvements	200	-	-	-	200	Jun-2017
Road safety measures	500	-	-	-	500	Jun-2017
Signal Refurbishments	400	-	-	-	400	Jun-2017
<u>Water Resources/Stormwater Improvements</u>						
Coombs Pond A and B rehabilitation	1,000	-	-	-	1,000	Jun-2017

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	Four Year Investment \$'000	Completion Date
Improve pollution control measures at Gross Pollutant Traps	300	-	-	-	300	Jun-2017
Stormwater improvement program	1,415	-	-	-	1,415	Jun-2017
Total	18,326	-	-	-	18,326	
Work In progress						
ACT Travel Time Information	386	-	-	-	386	Jun-2017
Better Roads for Gungahlin – Gundaroo Drive duplication – Stage 1	26,885	-	-	-	26,885	Jun-2017
Better Roads for Gungahlin – Horse Park Drive duplication - GPO	500	-	-	-	500	Jun-2017
Better Roads for Tuggeranong – Ashley Drive duplication – Stage 2	10,890	8,762	-	-	19,652	Jun-2018
Civic to Gungahlin Corridor Improvements	10,250	-	-	-	10,250	Jun-2017
Constitution Avenue to Vernon Circle	2,800	-	-	-	2,800	Jun-2017
Essential Waste Management Infrastructure	14,682	-	-	-	14,682	Jun-2017
Improved Waste Resource Recovery - GPO	1,230	-	-	-	1,230	Jun-2017
Light Rail– Stage 1– Procurement and delivery	15,071	12,185	9,884	-	37,140	Jun-2019
Local Shopping Centre Upgrades Program	300	-	-	-	300	Jun-2017
Mugga Lane – Rehabilitation of Old Landfill Cells	500	-	-	-	500	Jun-2017
Pialligo and Airport Road Network – GPO	500	-	-	-	500	Jun-2017
Road to Recovery – Commonwealth funded	19,531	3,200	5,425	-	28,156	Jun-2019
Shopping Centre Upgrade Program – Red Hill and Lyons	343	-	-	-	343	Jun-2017
Urban Renewal Program – Acton – Sullivans Creek cycle path upgrades	900	-	-	-	900	Jun-2017
Urban Renewal Program – Erindale Group Centre – Gartside Street (south) development – Stage 1	780	-	-	-	780	Jun-2017
Urban Renewal Program – Oaks Estate river corridor heritage walk improvements – Stage 1	180	-	-	-	180	Jun-2017
Urban Renewal Program – Tuggeranong – Anketell Street (north) upgrade – Stage 1	390	-	-	-	390	Jun-2017

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	Four Year Investment \$'000	Completion Date
Urban Renewal Program – Tuggeranong Valley and Kaleen age friendly facilities	375	-	-	-	375	Jun-2017
Urban Renewal Program – Weston Group Centre – Brierly Street and Trenerry Square upgrades	780	-	-	-	780	Jun-2017
West Belconnen Resource Management Centre Rehabilitation of Landfill Cells	-	200	-	-	200	Jun-2018
William Slim/Barton Highway Roundabout Signalisation	5,265	-	-	-	5,265	Jun-2017
Total	112,538	24,347	15,309	-	152,194	
TOTAL CAPITAL WORKS PROGRAM	155,785	72,597	56,109	-	284,491	
Information and Communication Technology (ICT)						
New Works						
Better Public Transport – Integrated bus and light rail ticketing – One Ticket, One Fare, One Network	3,000	NFP	-	-	3,000	Jun-2018
Better Services – Improved asset management	500	500	500	205	1,705	Jun-2020
Better Services – Improving libraries – Self-service check out and improved access	1,100	1,100	-	-	2,200	Jun-2018
Total	4,600	1,600	500	205	6,905	
Work In Progress						
Domestic Animal Services Incident Management System	184	-	-	-	184	Jun-2017
Transport for Canberra – Business system upgrade	1,080	-	-	-	1,080	Jun-2017
Transport for Canberra - Real Time Passenger Information System	2,276	424	-	-	2,700	Jun-2018
Total	3,540	424	-	-	3,964	
Total ICT	8,140	2,024	500	205	10,869	
Property, Plant and Equipment (PPE)						
New Works						
Better Public Transport - Bus Fleet upgrades	8,000	2,000	-	-	10,000	Jun-2018
Better Public Transport – Trial of electric buses	600	-	-	-	600	Jun-2017
Improving Our Suburbs - Green bins pilot program	227	227	-	-	454	Jun-2018
Total	8,827	2,227	-	-	11,054	

	2016-17	2017-18	2018-19	2019-20	Four Year	Completion
	\$'000	\$'000	\$'000	\$'000	Investment	Date
					\$'000	
Work In Progress						
ACTION – Bus Replacement Program	5,719	-	-	-	5,719	Jun-2017
Enhancement of library collections	2,063	2,063	2,063	2,063	8,252	Jun-2020
Garbage and Recycling Bin Replacement Program	500	-	-	-	500	Jun-2017
Total	8,282	2,063	2,063	2,063	14,471	
Total PPE	17,109	4,290	2,063	2,063	25,525	
TOTAL INFRASTRUCTURE INVESTMENT PROGRAM	181,034	78,911	58,672	2,268	320,885	

Financial Statements

Table 27: Transport Canberra and City Services Directorate: Operating Statement

2015-16 Budget \$'000		2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income Revenue							
328,180	Controlled Recurrent Payments	329,398	291,559	-11	287,919	327,771	329,688
4,744	Taxes, Fees and Fines	4,625	4,571	-1	4,744	4,879	5,062
14,232	User Charges - Non ACT Government	11,601	9,182	-21	9,370	9,601	10,056
9,766	User Charges - ACT Government	12,199	12,620	3	13,062	13,520	13,993
748	Other Revenue	715	671	-6	669	671	698
833	Resources Received Free of Charge	833	853	2	875	897	919
358,503	Total Revenue	359,371	319,456	-11	316,639	357,339	360,416
Gains							
107,693	Other Gains	111,191	153,790	38	96,881	122,749	98,151
107,693	Total Gains	111,191	153,790	38	96,881	122,749	98,151
466,196	Total Income	470,562	473,246	1	413,520	480,088	458,567
Expenses							
69,292	Employee Expenses	74,878	60,685	-19	60,786	60,594	58,775
11,344	Superannuation Expenses	9,867	8,493	-14	8,720	8,711	8,632
180,001	Supplies and Services	181,571	154,738	-15	151,925	174,134	177,488
147,189	Depreciation and Amortisation	145,764	147,450	1	133,422	161,602	163,170
410	Borrowing Costs	7	6	-14	3	17,915	21,252
866	Cost of Goods Sold	866	800	-8	825	850	962
96,795	Grants and Purchased Services	93,421	94,656	1	93,882	94,715	92,915
255	Other Expenses	255	255	-	255	255	255
506,152	Total Expenses	506,629	467,083	-8	449,818	518,776	523,449
-39,956	Operating Result	-36,067	6,163	117	-36,298	-38,688	-64,882

2015-16 Budget \$'000		2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Items that will not be Reclassified Subsequently to Profit or Loss							
0	Inc/Dec in Asset Revaluation Reserve Surpluses	-5,500	-123,112	#	0	0	0
0	Total Other Comprehensive Income	-5,500	-123,112	#	0	0	0
-39,956	Total Comprehensive Income	-41,567	-116,949	-181	-36,298	-38,688	-64,882

Table 28: Transport Canberra and City Services Directorate: Balance Sheet

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Current Assets							
14,402	Cash and Cash Equivalents	15,829	17,875	13	18,015	18,148	18,282
7,460	Receivables	7,629	6,927	-9	6,942	6,964	6,986
1,371	Inventories	827	810	-2	845	881	917
464	Assets Held for Sale	0	0	-	0	0	0
390	Other Current Assets	225	206	-8	216	226	236
24,087	Total Current Assets	24,510	25,818	5	26,018	26,219	26,421
Non Current Assets							
9,096,485	Property, Plant and Equipment	9,217,955	9,106,394	-1	9,163,952	10,018,003	9,987,501
7,742	Intangibles	6,453	5,078	-21	3,636	1,976	72
319,839	Capital Works in Progress	86,601	175,543	103	232,714	132,016	153,616
26,461	Other Non-Current Assets	26,491	2	-100	2	2	2
9,450,527	Total Non Current Assets	9,337,500	9,287,017	-1	9,400,304	10,151,997	10,141,191
9,474,614	TOTAL ASSETS	9,362,010	9,312,835	-1	9,426,322	10,178,216	10,167,612
Current Liabilities							
33,857	Payables	26,233	27,800	6	28,901	29,789	30,677
1,839	Finance Leases	99	103	4	26	0	0
31,219	Employee Benefits	26,824	24,390	-9	25,736	27,289	28,843
97	Other Provisions	0	0	-	0	0	0
1,356	Other Liabilities	1,715	937	-45	971	1,007	1,043
68,368	Total Current Liabilities	54,871	53,230	-3	55,634	58,085	60,563
Non Current Liabilities							
3,445	Finance Leases	129	26	-80	0	325,460	316,707
1,094	Employee Benefits	1,315	1,187	-10	1,193	1,200	1,206
11,831	Other Non-Current Provisions	13,386	13,386	-	13,386	13,386	13,386
0	Other	0	28	#	28	28	28
16,370	Total Non Current Liabilities	14,830	14,627	-1	14,607	340,074	331,327
84,738	TOTAL LIABILITIES	69,701	67,857	-3	70,241	398,159	391,890
9,389,876	NET ASSETS	9,292,309	9,244,978	-1	9,356,081	9,780,057	9,775,722

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
REPRESENTED BY FUNDS EMPLOYED							
5,832,206	Accumulated Funds	5,715,146	5,790,927	1	5,902,030	6,326,006	6,321,671
3,557,670	Reserves	3,577,163	3,454,051	-3	3,454,051	3,454,051	3,454,051
9,389,876	TOTAL FUNDS EMPLOYED	9,292,309	9,244,978	-1	9,356,081	9,780,057	9,775,722

Table 29: Transport Canberra and City Services Directorate: Statement of Changes in Equity

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Opening Equity							
5,742,818	Opening Accumulated Funds	5,666,589	5,715,146	1	5,790,927	5,902,030	6,326,006
3,557,670	Opening Asset Revaluation Reserve	3,582,663	3,577,163	..	3,454,051	3,454,051	3,454,051
9,300,488	Balance at the Start of the Reporting Period	9,249,252	9,292,309	..	9,244,978	9,356,081	9,780,057
Comprehensive Income							
-39,956	Operating Result for the Period	-36,067	6,163	117	-36,298	-38,688	-64,882
0	Inc/Dec in Asset Revaluation Reserve Surpluses	-5,500	-123,112	#	0	0	0
-39,956	Total Comprehensive Income	-41,567	-116,949	-181	-36,298	-38,688	-64,882
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
129,344	Capital Injections	130,409	217,190	67	144,710	462,665	60,543
0	Inc/Dec in Net Assets due to Admin Restructure	-45,785	-147,572	-222	2,691	-1	4
129,344	Total Transactions Involving Owners Affecting Accumulated Funds	84,624	69,618	-18	147,401	462,664	60,547
Closing Equity							
5,832,206	Closing Accumulated Funds	5,715,146	5,790,927	1	5,902,030	6,326,006	6,321,671
3,557,670	Closing Asset Revaluation Reserve	3,577,163	3,454,051	-3	3,454,051	3,454,051	3,454,051
9,389,876	Balance at the End of the Reporting Period	9,292,309	9,244,978	-1	9,356,081	9,780,057	9,775,722

Table 30: Transport Canberra and City Services Directorate: Cash Flow Statement

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
229,779	Controlled Recurrent Payments	234,371	197,725	-16	194,567	233,596	237,321
98,401	Cash from Government - CSO Payments	95,027	93,834	-1	93,352	94,175	92,367
4,744	Taxes, Fees and Fines	4,744	4,867	3	5,053	5,200	5,383
23,998	User Charges	23,794	21,803	-8	22,430	23,117	24,045
34,707	Other Receipts	34,561	29,269	-15	24,398	24,365	24,392
391,629	Operating Receipts	392,497	347,498	-11	339,800	380,453	383,508
Payments							
67,412	Related to Employees	75,592	59,415	-21	59,542	59,338	57,517
11,344	Related to Superannuation	9,867	8,489	-14	8,717	8,707	8,628
179,169	Related to Supplies and Services	177,940	153,886	-14	151,051	173,255	176,586
410	Borrowing Costs	7	6	-14	3	17,915	21,252
96,795	Grants and Purchased Services	93,421	94,656	1	93,882	94,715	92,915
35,030	Other	35,030	29,902	-15	25,066	25,067	25,179
390,160	Operating Payments	391,857	346,354	-12	338,261	378,997	382,077
1,469	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	640	1,144	79	1,539	1,456	1,431
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
130,641	Purchase of Property, Plant and Equipment and Capital Works	131,722	218,487	66	146,007	88,962	61,840
16,814	Capital Payments to Government Agencies	18,545	14,495	-22	2,000	0	0
147,455	Investing Payments	150,267	232,982	55	148,007	88,962	61,840
-147,455	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-150,267	-232,982	-55	-148,007	-88,962	-61,840

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
146,158	Capital Injections from Government	148,954	231,685	56	146,710	462,665	60,543
0	Receipt of Transferred Cash Balances	0	2,298	#	0	0	0
146,158	Financing Receipts	148,954	233,983	57	146,710	462,665	60,543
Payments							
916	Repayment of Finance Leases	72	99	38	102	375,026	0
916	Financing Payments	72	99	38	102	375,026	0
145,242	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	148,882	233,884	57	146,608	87,639	60,543
-744	NET INCREASE / (DECREASE) IN CASH HELD	-745	2,046	375	140	133	134
15,146	CASH AT THE BEGINNING OF REPORTING PERIOD	16,574	15,829	-4	17,875	18,015	18,148
14,402	CASH AT THE END OF REPORTING PERIOD	15,829	17,875	13	18,015	18,148	18,282

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- controlled recurrent payments:
 - the increase of \$1.218 million in the 2015-16 estimated outcome from the original budget is mainly due to;
 - rollover of funding \$6.783 million from prior years, partially offset by the transfer of National Arboretum Canberra to Chief Minister, Treasury and Economic Development Directorate (CMTEDD) (\$1.629 million), and savings initiatives (\$3.542 million),
 - the decrease of \$37.839 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to;
 - the transfers of Parks and Conservation Services to Environment and Planning Directorate (EPD) (\$34.122 million) and National Arboretum Canberra to CMTEDD (\$2.446 million) offset by the transfer in of Capital Metro Agency \$5.213 million. New initiatives of \$22.958 million offset by the completion and re-profiling of prior year initiatives (\$30.479 million).
- user charges – Non ACT Government and ACT Government:
 - the decrease of \$0.198 million in the 2015-16 estimated outcome from the original budget is due to the transfer of National Arboretum Canberra to CMTEDD (\$0.177 million),
 - the decrease of \$1.998 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the transfers of Parks and Conservation Services to EPD and National Arboretum Canberra to CMTEDD.
- other gains: the fluctuations between 2015-16, 2016-17 and the out years reflect the anticipated transfer of infrastructure assets from the Land Development Agency and private developers associated with land development.
- employee expenses:
 - the increase of \$5.586 million in the 2015-16 estimated outcome from the original budget is due to a realignment of employee expenses and supplies and services,
 - the decrease of \$14.193 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the transfers of Parks and Conservation Services to EPD (\$17.808 million) and National Arboretum Canberra to CMTEDD (\$1.067 million), partially offset by the transfer in of Capital Metro Agency \$2.874 million.

- superannuation expenses:
 - the decrease of \$1.477 million in the 2015-16 estimated outcome from the original budget is due to a realignment of employee expenses and supplies and services,
 - the decrease of \$1.374 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the transfers of Parks and Conservation Services to EPD (\$2.048 million) and National Arboretum Canberra to CMTEDD (\$0.130 million), partially offset by the transfer in of Capital Metro Agency \$0.323 million.
- supplies and Services:
 - the increase of \$1.570 million in the 2015-16 estimated outcome from the original budget is due to rollovers \$7.041 million from 2014-15 and the impact from changes to vehicle leasing arrangements \$1.326 million, partially offset by the transfer of National Arboretum Canberra to CMTEDD (\$1.171 million), the realignment of employee expenses and supplies and services (\$4.838 million) and savings initiatives (\$0.792 million),
 - the decrease of \$26.833 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the transfers of Parks and Conservation Services to EPD (\$16.811 million) and National Arboretum Canberra to CMTEDD (\$1.760 million), and savings initiatives (\$3.005 million).
- borrowing costs: the decrease of \$0.403 million in the 2015-16 estimated outcome from the original budget is due to changes of the Whole-of-Government vehicle leasing arrangements which took effect on 23 April 2015.

Balance Sheet

- cash:
 - the increase of \$1.427 million in the 2015-16 estimated outcome from the original budget is due to the flow-on effects of the 2014-15 audited financial results,
 - the increase of \$2.046 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the flow-on effects of the 2014-15 audited financial results and the transfer in of Capital Metro Agency.
- receivables: the decrease of \$0.702 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the transfers of Parks and Conservation Services to EPD (\$0.912 million) and National Arboretum Canberra to CMTEDD (\$0.205 million), partially offset by the flow-on effects of the 2014-15 audited financial results.
- inventories: the decrease of \$0.544 million in the 2015-16 estimated outcome from the original budget is due to the flow-on effects of the 2014-15 audited financial results.
- assets held for sale: the decrease of \$0.464 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow-on effects of the 2014-15 audited financial results.

- intangibles: the decrease of \$1.289 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow-on effects of the 2014-15 audited financial results.
- capital works in progress
 - the decrease of \$233.238 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow-on effects of the 2014-15 financial results.
 - the increase of \$88.942 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the transfer in of Capital Metro Agency.
- current and non current finance leases: the decrease of \$5.056 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow-on effects of the 2014-15 audited financial results.
- current and non current employee benefits: the decrease of \$4.174 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow-on effects of the 2014-15 audited financial results.

Statement of Changes in Equity and Cash Flow Statement

Variations in these statements are explained in the notes above.

Table 31: Transport Canberra and City Services Directorate: Statement of Income and Expenses on behalf of the Territory

2015-16 Budget \$'000		2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
	Revenue						
16,891	Taxes, Fees and Fines	16,891	17,455	3	17,981	18,681	19,334
4,225	Interest	4,873	2,897	-41	2,108	1,408	2,366
80,174	Land Revenue	78,253	51,419	-34	43,374	34,080	46,597
101,290	Total Revenue	100,017	71,771	-28	63,463	54,169	68,297
	Expenses						
101,290	Transfer Expenses	100,017	71,771	-28	63,463	54,169	68,297
101,290	Total Expenses	100,017	71,771	-28	63,463	54,169	68,297
0	Operating Result	0	0	-	0	0	0
0	Total Comprehensive Income	0	0	-	0	0	0

Table 32: Transport Canberra and City Services Directorate: Statement of Assets and Liabilities on behalf of the Territory

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
	Current Assets						
25,201	Receivables	15,237	24,237	59	29,961	35,455	40,949
25,201	Total Current Assets	15,237	24,237	59	29,961	35,455	40,949
25,201	TOTAL ASSETS	15,237	24,237	59	29,961	35,455	40,949
	Current Liabilities						
25,201	Payables	12,126	21,126	74	26,850	32,344	37,838
0	Other Liabilities	3,111	3,111	-	3,111	3,111	3,111
25,201	Total Current Liabilities	15,237	24,237	59	29,961	35,455	40,949
25,201	TOTAL LIABILITIES	15,237	24,237	59	29,961	35,455	40,949
0	NET ASSETS	0	0	-	0	0	0
	REPRESENTED BY FUNDS EMPLOYED						
0	TOTAL FUNDS EMPLOYED	0	0	-	0	0	0

Table 33: Transport Canberra and City Services Directorate: Statement of Changes in Equity on behalf of the Territory

Budget at 30/6/16 \$'000	2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Opening Equity						
0	0	0	-	0	0	0
0	0	0	-	0	0	0
0	0	0	-	0	0	0
0	0	0	-	0	0	0
0	0	0	-	0	0	0
0	0	0	-	0	0	0

Table 34: Transport Canberra and City Services Directorate: Cash Flow Statement on behalf of the Territory

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
16,891	Taxes, Fees and Fines	16,891	17,455	3	17,981	18,681	19,334
4,225	Interest Received	4,873	2,897	-41	2,108	1,408	2,366
81,619	Other Receipts	80,009	53,144	-34	41,165	36,035	47,279
102,735	Operating Receipts	101,773	73,496	-28	61,254	56,124	68,979
Payments							
1,776	Other	1,776	1,832	3	1,885	1,955	2,023
100,959	Territory Receipts to Government	99,997	71,664	-28	59,369	54,169	66,956
102,735	Operating Payments	101,773	73,496	-28	61,254	56,124	68,979
0	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	0	0	-	0	0	0
0	CASH AT THE BEGINNING OF REPORTING PERIOD	0	0	-	0	0	0
0	CASH AT THE END OF REPORTING PERIOD	0	0	-	0	0	0

Notes to the Territorial Budget Statements

Statement of Income and Expenses on Behalf of the Territory

- interest: the decrease of \$1.976 million in the 2016-17 Budget from the estimated outcome is due to variations in land held by the Land Development Agency for future sale.
- land revenue: the decrease of \$26.834 million in the 2016-17 Budget from the estimated outcome is due to timings in the land release program.
- transfer expenses: variations in these expenses reflect the variations in revenues described above.

Statement of Assets and Liabilities on Behalf of the Territory

The variations in the Statement of Assets and Liabilities on Behalf of the Territory reflect timings in the land release program.

Statement of Changes in Equity on Behalf of the Territory

Variations in these statements are explained in the notes above.

Cash Flow Statement on Behalf of the Territory

Variations in these statements are explained in the notes above.

Table 35: Output Class 1: Transport Canberra Operating Statement

2015-16 Budget \$'000	2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Revenue						
0		126,064	#	125,277	166,609	170,838
0		0	-	62	62	62
0		190	#	296	296	296
0		601	#	614	628	642
0	Total Revenue	126,855	#	126,249	167,595	171,838
Expenses						
0		10,634	#	10,618	10,405	9,412
0		1,382	#	1,500	1,472	1,426
0		21,386	#	20,736	43,610	47,379
0		2,052	#	2,043	14,677	18,738
0		3	#	2	17,915	21,252
0		93,834	#	93,352	94,175	92,367
0		3	#	0	0	0
0	Total Ordinary Expenses	129,294	#	128,251	182,254	190,574
0	Operating Result	-2,439	#	-2,002	-14,659	-18,736

Table 36: Output Class 2: City Services Operating Statement

2015-16 Budget \$'000	2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income						
Revenue						
0	0	165,495	#	162,642	161,162	158,850
0	0	4,571	#	4,682	4,817	5,000
0	0	9,182	#	9,370	9,601	10,056
0	0	12,430	#	12,766	13,224	13,697
0	0	671	#	669	671	698
0	0	252	#	261	269	277
0	0	192,601	#	190,390	189,744	188,578
Gains						
0	0	153,790	#	96,881	122,749	98,151
0	0	153,790	#	96,881	122,749	98,151
0	0	346,391	#	287,271	312,493	286,729
Expenses						
0	0	50,051	#	50,168	50,189	49,363
0	0	7,111	#	7,220	7,239	7,206
0	0	133,352	#	131,189	130,524	130,109
0	0	145,398	#	131,379	146,925	144,432
0	0	3	#	1	0	0
0	0	800	#	825	850	962
0	0	822	#	530	540	548
0	0	252	#	255	255	255
0	0	337,789	#	321,567	336,522	332,875
0	0	8,602	#	-34,296	-24,029	-46,146

ACTION

Purpose

ACTION delivers bus services throughout the city to ensure transport is accessible to all Canberrans. ACTION services are delivered in line with the ACT Government's vision to provide a convenient, efficient, affordable, reliable and integrated public transport system for the community. Public transport services provided by ACTION include scheduled route bus services, school bus services, community and special needs transport and management of the ACT rural school bus contract.

2016-17 Priorities

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

- providing bus services that offer value for money, get you where you want when you want and are easy to use;
- exploring new and modern technologies for recharging of MyWay cards and accessing the MyWay ticketing system;
- improvement of customer experience through the procurement of modern, efficient, reliable and accessible buses;
- developing bus networks that offer seamless travel during the construction of the light rail system;
- implementing flexible public transport services to Gungahlin residents who are unable to use regular ACTION route services; and
- consulting with our clients and stakeholders to better understand opportunities to improve services.

Estimated Employment Level

Table 37: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE)	831	863	835 ¹	867 ²

Note(s):

1. The variance between 2015-16 estimated staff numbers and 2015-16 Budget reflects 28 vacant driver positions established to service the new weekday network once implemented.
2. The increase of 3.5 FTEs in the 2016-17 Budget reflects the addition of 3.5 FTEs for new initiatives.

Output Class

Output Class 1: Bus Operations

Output 1.1: Bus Operations

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

Table 38: Output 1.1: Bus Operations

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost¹	141,179	151,015
Controlled Recurrent Payments	92,640	93,834

Note:

1. Total cost includes depreciation and amortisation of \$11.4 million in 2015-16 and \$11.9 million in 2016-17.

Accountability Indicators

Output Class 1: Bus Operations

Output 1.1: Bus Operations

Accountability indicators relating to output 1.1 Bus Operations can be found in the Transport Canberra and City Services Directorate chapter at page 18.

Financial Statements

Table 39: ACTION: Operating Statement

2015-16 Budget \$'000		2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Revenue							
24,723	User Charges - Non ACT Government	24,431	24,790	1	25,028	25,269	25,511
106,392	User Charges - ACT Government	103,310	104,743	1	104,292	105,139	103,331
0	Grants from the Commonwealth	767	767	-	767	767	767
767	Other Revenue	0	0	-	0	0	0
0	Resources Received Free of Charge	0	7,651	#	0	0	0
131,882	Total Revenue	128,508	137,951	7	130,087	131,175	129,609
Expenses							
87,346	Employee Expenses	85,336	91,954	8	84,201	84,743	83,184
9,836	Superannuation Expenses	9,514	9,804	3	9,880	9,931	10,041
35,317	Supplies and Services	33,570	35,994	7	35,799	36,313	36,220
11,434	Depreciation and Amortisation	11,405	11,939	5	11,666	10,927	10,734
363	Borrowing Costs	343	300	-13	257	214	171
0	Cost of Goods Sold	482	488	1	496	504	511
101	Other Expenses	529	536	1	544	554	562
144,397	Total Expenses	141,179	151,015	7	142,843	143,186	141,423
-12,515	Operating Result	-12,671	-13,064	-3	-12,756	-12,011	-11,814
-12,515	Total Comprehensive Income	-12,671	-13,064	-3	-12,756	-12,011	-11,814

Table 40: ACTION: Balance Sheet

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Current Assets							
1,861	Cash and Cash Equivalents	4,332	4,287	-1	4,232	4,177	4,122
3,481	Receivables	3,338	3,343	-	3,348	3,353	3,358
3,287	Inventories	2,931	2,931	-	2,931	2,931	2,931
52	Assets Held for Sale	65	65	-	65	65	65
996	Other Current Assets	787	787	-	787	787	787
9,677	Total Current Assets	11,453	11,413	-	11,363	11,313	11,263
Non Current Assets							
150,345	Property, Plant and Equipment	153,431	158,794	3	149,260	138,444	127,700
682	Intangibles	407	277	-32	125	0	0
2,470	Capital Works in Progress	2,704	0	-100	0	0	0
153,497	Total Non Current Assets	156,542	159,071	2	149,385	138,444	127,700
163,174	TOTAL ASSETS	167,995	170,484	1	160,748	149,757	138,963
Current Liabilities							
3,523	Payables	2,489	3,517	41	4,545	5,573	6,601
341	Interest-Bearing Liabilities	341	341	-	341	341	341
188	Finance Leases	0	0	-	0	0	0
20,065	Employee Benefits	19,673	19,917	1	20,120	20,323	20,526
2,880	Other Liabilities	3,349	3,349	-	3,349	3,349	3,349
26,997	Total Current Liabilities	25,852	27,124	5	28,355	29,586	30,817
Non Current Liabilities							
2,045	Interest-Bearing Liabilities	2,045	1,704	-17	1,363	1,022	681
93	Finance Leases	0	0	-	0	0	0
1,420	Employee Benefits	1,325	1,452	10	1,582	1,712	1,842
3,558	Total Non Current Liabilities	3,370	3,156	-6	2,945	2,734	2,523
30,555	TOTAL LIABILITIES	29,222	30,280	4	31,300	32,320	33,340
132,619	NET ASSETS	138,773	140,204	1	129,448	117,437	105,623

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
REPRESENTED BY FUNDS EMPLOYED							
99,957	Accumulated Funds	105,830	107,261	1	96,505	84,494	72,680
32,662	Reserves	32,943	32,943	-	32,943	32,943	32,943
132,619	TOTAL FUNDS EMPLOYED	138,773	140,204	1	129,448	117,437	105,623

Table 41: ACTION: Statement of Changes in Equity

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Opening Equity							
95,658	Opening Accumulated Funds	99,956	105,830	6	107,261	96,505	84,494
32,662	Opening Asset Revaluation Reserve	32,943	32,943	-	32,943	32,943	32,943
128,320	Balance at the Start of the Reporting Period	132,899	138,773	4	140,204	129,448	117,437
Comprehensive Income							
-12,515	Operating Result for the Period	-12,671	-13,064	-3	-12,756	-12,011	-11,814
-12,515	Total Comprehensive Income	-12,671	-13,064	-3	-12,756	-12,011	-11,814
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
16,814	Capital Injections	18,545	14,495	-22	2,000	0	0
16,814	Total Transactions Involving Owners Affecting Accumulated Funds	18,545	14,495	-22	2,000	0	0
Closing Equity							
99,957	Closing Accumulated Funds	105,830	107,261	1	96,505	84,494	72,680
32,662	Closing Asset Revaluation Reserve	32,943	32,943	-	32,943	32,943	32,943
132,619	Balance at the End of the Reporting Period	138,773	140,204	1	129,448	117,437	105,623

Table 42: ACTION: Cash Flow Statement

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
131,115	User Charges	127,741	129,533	1	129,320	130,408	128,842
0	Grants Received from the Commonwealth	767	767	-	767	767	767
4,932	Other Receipts	8,625	6,788	-21	6,351	6,412	6,473
136,047	Operating Receipts	137,133	137,088	-	136,438	137,587	136,082
Payments							
93,064	Related to Employees	85,597	84,726	-1	84,623	85,165	83,610
9,839	Related to Superannuation	9,517	9,806	3	9,883	9,934	10,040
30,958	Related to Supplies and Services	35,256	34,927	-1	34,790	35,323	35,247
364	Borrowing Costs	343	300	-13	257	214	171
4,268	Other	8,866	7,033	-21	6,599	6,665	6,728
138,493	Operating Payments	139,579	136,792	-2	136,152	137,301	135,796
-2,446	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-2,446	296	112	286	286	286
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
16,814	Purchase of Property, Plant and Equipment and Capital Works	18,545	14,495	-22	2,000	0	0
16,814	Investing Payments	18,545	14,495	-22	2,000	0	0
-16,814	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-18,545	-14,495	22	-2,000	0	0
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
16,814	Capital Injections from Government	18,545	14,495	-22	2,000	0	0
16,814	Financing Receipts	18,545	14,495	-22	2,000	0	0
Payments							

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
341	Repayment of Borrowings	341	341	-	341	341	341
341	Financing Payments	341	341	-	341	341	341
16,473	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	18,204	14,154	-22	1,659	-341	-341
-2,787	NET INCREASE / (DECREASE) IN CASH HELD	-2,787	-45	98	-55	-55	-55
4,648	CASH AT THE BEGINNING OF REPORTING PERIOD	7,119	4,332	-39	4,287	4,232	4,177
1,861	CASH AT THE END OF REPORTING PERIOD	4,332	4,287	-1	4,232	4,177	4,122

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- user charges- ACT Government:
 - the decrease of \$3.082 million in the 2015-16 estimated outcome from the original budget is predominantly due to the return of \$2.750 million in general savings and the transfer of some functions to Territory and Municipal Services Directorate during 2015-16,
 - the increase of \$1.433 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to increased funding provided for initiatives including better public transport to new suburbs, community transport services and the trial of electric buses.
- grants from the Commonwealth: the increase of \$0.767 million in the 2015-16 estimated outcome from the original budget is due to the reclassification of Commonwealth Government fuel rebates from other revenue.
- other revenue: the decrease of \$0.767 million in the 2015-16 estimated outcome from the original budget is due to the reclassification of Commonwealth Government fuel rebates from other revenue.
- resources received free of charge: the increase of \$7.651 million in the 2016-17 Budget from the 2015-16 estimated outcome is a result of resources provided by Chief Minister, Treasury and Economic Development Directorate to fund increased costs associated with workers compensation premiums.
- employee expenses:
 - the decrease of \$2.010 million in the 2015-16 estimated outcome from the original budget is due to reduced salaries and wages (\$1.972 million) largely resulting from the transfer of some functions to TAMS in 2015-16,
 - the increase of \$6.618 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to additional funding \$4.776 million provided towards maintaining current service delivery, expanded network services \$1.467 million and community bus services \$0.555 million.
- supplies and services:
 - the decrease of \$1.747 million in the 2015-16 estimated outcome from the original budget is due to general savings (\$0.524 million), the transfer of some functions to TAMS in 2015-16 (\$0.357 million) and the reclassification of certain expenses to 'other expenses' and 'cost of goods sold',

- the increase of \$2.424 million in the 2016-17 Budget from the 2015-16 estimated outcome is a result of additional funding provided to maintain current service levels (\$2.007 million), as well as providing better public transport services to new suburbs and to trial the use of electric buses.
- borrowing costs: the decrease of \$0.043 million in the 2016-17 Budget from the 2015-16 estimated outcome is a result of the reduced principal of the loan to which a fixed interest rate is applied.
- cost of goods sold: the increase of \$0.482 million in the 2015-16 estimated outcome from the original budget is due to reclassification of rural bus payments from supplies and services.
- other expenses: the increase of \$0.428 million in the 2015-16 estimated outcome from the original budget is due to the reclassification of taxes and insurance settlement payments from supplies and services.

Balance Sheet

- cash and cash equivalents: the increase of \$2.471 million in the 2015-16 estimated outcome from the original budget is mainly due to additional cash required in order to meet ongoing employee and supplies and services payments.
- inventories: the decrease of \$0.356 million in the 2015-16 estimated outcome from the original budget is due to reduced stock of parts previously required to maintain replaced vehicles.
- property, plant and equipment:
 - the increase of \$3.086 million in the 2015-16 estimated outcome from the original budget predominantly reflects the acceleration of the bus replacement program \$6.718 million partially offset by the fuel tank project being completed under budget (\$3.500 million),
 - the increase of \$5.363 million in the 2016-17 Budget from the 2015-16 estimated outcome is due to the ongoing capitalisation of replacement fleet vehicles associated with the additional funding provided.
- capital works in progress: the decrease of \$2.704 million in the 2016-17 Budget from the 2015-16 estimated outcome is a result of the expected capitalisation of replacement buses purchased through the ongoing bus replacement program.
- current payables:
 - the decrease of \$1.034 million in the 2015-16 estimated outcome from the original budget is mainly due to the flow on effects of the 2014-15 audited financial results,
 - the increase of \$1.028 million in the 2016-17 Budget from the 2015-16 estimated outcome is mainly due to the flow on effects of the 2014-15 audited financial results on the 2015-16 estimated outcome.

- current and non current finance leases: the decrease of \$0.281 million in the 2015-16 estimated outcome from the original budget is due to the cessation of finance leases and replacement with operating leases for all support vehicles.

Statement of Changes in Equity and Cash Flow Statement

- Variations in these statements are explained in the notes above.

ACT PUBLIC CEMETERIES AUTHORITY – STATEMENT OF INTENT

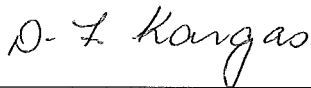
The ACT Public Cemeteries Authority is a Territory Authority established under the *Cemeteries and Crematoria Act 2003*.

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

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

The Statement of Intent, which focuses on the 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 ACT Public Cemeteries Authority strategic and business planning processes.

The ACT Public Cemeteries Authority 2016-17 Statement of Intent has been agreed between:



Diane Kargas AM

Chair

ACT Public Cemeteries Authority



Andrew Barr MLA

Treasurer



Meegan Fitzharris MLA

**Minister for Transport and Municipal
Services**

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ACT PUBLIC CEMETERIES AUTHORITY

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

Purpose

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

The key purpose of the Authority is to:

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

Nature and Scope of Activities

General Activities

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

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

- begin the extension of Woden Cemetery to ensure the availability of burial spaces for the residents of South Canberra. It is planned for this work to be completed in the 2017-18 financial year;
- expand and innovate Authority service offerings in accordance with contemporary community needs including continuing planning work for future cemetery facilities;
- progress technology enabled innovation in services and operations including increased efficiency and effectiveness of front office operations web enabled profiling of services and the introduction of online memorialisation services;
- foster stakeholder relations and partnerships;
- employ innovative solutions to reduce the cost of maintenance, with a view to enhancing perpetual care arrangements and the long term financial viability of the Authority;

- continue to develop staff skills, with an emphasis on improving the efficiency of the Authority and maintaining excellence in customer service; and
- review the existing business and strategic plans to ensure the Authority remains a sustainable business.

Risks

- Workplace Health and Safety Injury and/or incidents occurring to staff and visitors caused by the operation of a wide range of machinery and equipment and falling tree parts. To mitigate this risk, the Authority has implemented a number of measures including the following:
 - training including specific licences and the *safe graves* program;
 - procedures including forms and checklists;
 - maintenance of plant and equipment consistent with the strategic asset management plan;
 - burial risk assessment, and close supervision of the burial process;
 - workplace safety representatives and other workplace health and safety procedures;
 - personal protective equipment;
 - workplace safety inspections and associated action plans; and
 - development of a tree register.
- Failure to develop and incorporate alternative income streams. The Authority Board will continue to work with Government to continue to develop new or expanding incomes stream opportunities to meet the Authority's medium to long term needs.
- Inconsistency between the amounts of Perpetual Care Trust funds being set aside and funds available for current maintenance. It is important that the amount set aside is proportional to the current operational needs of the Authority. Should the balance not be correct then there is significant risk that the Authority will operate deficits in the short to medium term. A review of PCT arrangements is currently being conducted and the outcome of the review is expected to be available in the first quarter of 2016-17.

2016-17 Priorities and Next Three Financial Years

- Ensure the financial viability of the Authority by adapting practices and services to meet the needs of the market;
- Maintain the high level of services and grounds maintenance provided to the community;
- Complete the extension to Woden Cemetery to ensure sufficient availability of burial space for South Canberra; and

- Continue to develop additional income streams and improve operational efficiency.

Estimated Employment Level and Employment Profile

Table 43: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE)	16	19	16	18

Notes:

1. The variations from 2015-16 Budget and 2015-16 estimated outcome is primarily due to vacant positions.
2. The variation between the 2015-16 Budget and 2016-17 Budget reflects the unfilled Project Manager position.

Table 44: 2016-17 Employment Profile

Classification	Male	Female	Total
SOGA	1		1
ASO6		1	1
ASO6	1		1
ASO4	2		2
T04	1		1
GSO7	1		1
GSO8	1		1
TO2	2		2
GSO5/6	8		8
Total	17	1	18

Key Performance Indicators for 2016-17 to 2019-20

Table 45: Key Performance Indicators ⁵

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Number of clients choosing to do business with Canberra Cemeteries – proportional to the number of deaths annually in the ACT ¹	35%	35%	35%
b. Level of client and stakeholder satisfaction with Canberra Cemeteries ²	98%	98%	95%
c. Level of matters raised by unsatisfied clients and stakeholders resolved by Canberra Cemeteries operations ³	100%	100%	100%
d. Average number of years of supply of interment spaces for major denominational groups ⁴	n/a	n/a	4

Notes:

1. Death statistics are sourced from the *Australian Bureau of Statistics 3302.0 - Deaths, Australia, June 2015* (latest available).
2. Level of client satisfaction is obtained by a survey of funeral directors who regularly access Canberra Cemeteries and is supported by a post burial satisfaction survey provided to all willing customers.
3. Details extracted from computerised customer service system.

4. New measure 2016-17 - Calculated from inventory data compared to number of burials per denomination. The Authority's board believes that this number of years (4) provides adequate time for planning and installation of new areas as required. Falling below this level increases the risk that there will be insufficient spaces in the future.
5. The Authority's board is intending to maintain these for the medium term.

Assessment of Performance Against 2015-16 Objectives

The Authority's performance against its 2015-16 objectives and targets included in its 2015-16 Statement of Intent shows that the Authority has broadly met its targets and should continue to do so in the short term. Further non-financial and performance outcomes are detailed below:

- The extension to the Mausoleum at Woden Cemetery was completed on budget.
- The new administration building at Gungahlin Cemetery was completed on time (2 percent above budget).
- The Authority has continued to maintain a portion of market share equivalent to at least 35 per cent of deaths in the ACT.
- Contributions to PCT funds are in line with the requirements of the *Cemeteries and Crematoria Act 2003*.
- Lower than expected income YTD from the sale of allotments and burial services and the corresponding fall in the availability of funds for maintenance derived from Perpetual Care Trust guidelines will require some top up of operational costs from cash reserves. This has been offset by general reductions in expenses where possible without impinging on the level of services and maintenance standards to the community.
- The optional post burial survey conducted by the Authority did not receive enough returns to date to provide statistically valid results. Funeral Directors continue to rate the performance of the Authority very highly.
- The Authority continues to recycle materials including bulk composting of organic waste, both on and off-site, resulting in lower operational costs and environmental impacts.
- The Authority continues to adopt human resource management practices in line with the ACT Public Service to provide a productive and satisfying working environment.
- The financial audit conducted by the ACT Auditor-General for the 2014-15 financial year was unqualified. Qualifications from the 2013-14 audit that related to some aspects of the Perpetual Care Trust (PCT) accounts were signed off by the Auditor General as completed. This required a restatement of the 2013-14 results and net payments of \$1.5 million to some PCT Reserve accounts.

The Authority's approved off-budget capital works program is progressing as programmed by the Board and its subcommittees. The major project to extend the Mausoleum at Woden Cemetery was completed about 5 months behind schedule in October 2015. While later than the programmed date sales to date have achieved budget estimates.

Strategic Asset Management Plan

Asset Strategy

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

The Authority prepares a Strategic Asset Management Plan (SAMP) every three years to plan the maintenance strategy for all the assets included in its assets inventory. The purpose of SAMP is to provide a reference document for the financial and operational asset management of all asset groups owned and managed by the Authority. SAMP includes asset data and financial information as at 30 June 2013. The triennial plan is reviewed in accordance with the TAMS Strategic Asset Management Framework on an annual basis to assess strategic directions and progress against planned activities, however, the data underpinning the plan is only reviewed in detail every three years.

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

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

The Authority has adopted a continuous cycle for the improvement of its asset management maturity level. In order to achieve the desired maturity levels the first step is to identify the gaps between the current and future practices and the resources and training required to fill these gaps. After careful analysis of the difference between the current and desired levels of maturity improvement, actions are prioritised and improvement plans are recommended. These plans are implemented considering the availability of resources and funding. The outcome of these implemented improvement actions are monitored for a planned time period to analyse the results. This improvement cycle is continuous and provides opportunities for improvements in processes, procedures, and practices of asset management performance.

Asset Portfolio

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

Table 46: Cemeteries Under Management

Gungahlin Cemetery	Mitchell
Woden Cemetery	Phillip
Hall Cemetery	Hall

Table 47: Major Assets Gungahlin

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

Table 48: Major Assets Woden

Burial Areas and associated landscaping
Caretaker's Cottage
Waiting Rooms and Public Toilets
Works Depots
Sheds and Carports
Roads and Paving
Fences
Mausoleum – doubled in size in 2015
Landscaping and Irrigation

Woden Cemetery Extension

In the 2016-17 financial year work will begin on an extension to Woden Cemetery with expected completion in 2017-18. This extension will provide additional burial space for 10 to 15 years of sales at current rates. This will maintain the availability of burial options in South Canberra.

Hall Cemetery

The Authority is not intending to expand the cemetery at Hall at this stage. A suitable site has been identified but until environmental concerns for the whole of the cemetery can be addressed the Authority believes that the risk is too high to proceed.

Monitoring and Reporting

The Authority shall satisfy the requirements of the Chief Minister's Annual Reports Directions. The Authority's Annual Report will, amongst other things, report against the requirements of this Statement of Intent.

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

Monthly Reporting

The Authority's Board prepares monthly financial reports for internal scrutiny and management. Copies of these reports are provided to the Transport Canberra and City Services Directorate. These reports include tables and variance analysis for:

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

Annual Reporting

As part of preparations for end of year reporting the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) will advise the dates when the following documents are required 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; and
- consolidation packs relating to the annual financial statements, draft and final.

Financial Arrangements

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

Financial Statements

Budgeted financial statements for the 2016-17 Budget year, as well as forward estimates for the three financial years appear below. These general purpose 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; and
- d) Cash Flow Statement.

Financial Statements

Table 49: ACT Public Cemeteries Authority: Operating Statement

2015-16 Budget \$'000		2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
Income							
Revenue							
3,965	User Charges - Non ACT Government	3,715	3,456	-7	3,629	3,811	4,001
181	Interest	181	92	-49	95	98	102
67	Distribution from Investments with the Territory Banking Account	67	68	1	70	73	75
1,525	Other Revenue	1,525	1,252	-18	1,296	1,340	1,387
5,738	Total Revenue	5,488	4,868	-11	5,090	5,322	5,565
Gains							
50	Other Gains	50	0	-100	0	0	0
50	Total Gains	50	0	-100	0	0	0
5,788	Total Income	5,538	4,868	-12	5,090	5,322	5,565
Expenses							
1,801	Employee Expenses	1,805	1,615	-11	1,672	1,733	1,795
137	Superannuation Expenses	194	206	6	217	226	235
876	Supplies and Services	819	715	-13	766	803	830
382	Depreciation and Amortisation	382	422	10	442	458	474
480	Cost of Goods Sold	480	430	-10	445	461	477
2,088	Other Expenses	2,088	1,768	-15	1,856	1,949	2,046
5,764	Total Expenses	5,768	5,156	-11	5,398	5,630	5,857
24	Operating Result	-230	-288	-25	-308	-308	-292
24	Total Comprehensive Income	-230	-288	-25	-308	-308	-292

Table 50: ACT Public Cemeteries Authority: Balance Sheet

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
	Current Assets						
6,237	Cash and Cash Equivalents	5,093	4,446	-13	4,026	3,784	3,574
157	Receivables	639	640	-	641	646	651
21	Inventories	18	18	-	18	18	18
16	Other Current Assets	22	23	5	24	25	26
6,431	Total Current Assets	5,772	5,127	-11	4,709	4,473	4,269
	Non Current Assets						
1,662	Receivables	243	436	79	628	820	1,012
1,072	Inventories	3,537	3,500	-1	3,463	3,426	3,389
3,027	Property, Plant and Equipment	3,550	4,020	13	4,244	4,286	4,312
60	Intangibles	46	46	-	46	46	46
4,112	Capital Works in Progress	954	954	-	954	954	954
9,933	Total Non Current Assets	8,330	8,956	8	9,335	9,532	9,713
16,364	TOTAL ASSETS	14,102	14,083	-	14,044	14,005	13,982
	Current Liabilities						
605	Payables	945	955	1	965	975	985
577	Employee Benefits	559	683	22	807	931	1,055
243	Other Liabilities	859	982	14	1,105	1,228	1,351
1,425	Total Current Liabilities	2,363	2,620	11	2,877	3,134	3,391
	Non Current Liabilities						
71	Employee Benefits	103	115	12	127	139	151
5,591	Other	5,425	5,425	-	5,425	5,425	5,425
5,662	Total Non Current Liabilities	5,528	5,540	-	5,552	5,564	5,576
7,087	TOTAL LIABILITIES	7,891	8,160	3	8,429	8,698	8,967
9,277	NET ASSETS	6,211	5,923	-5	5,615	5,307	5,015
	REPRESENTED BY FUNDS EMPLOYED						
7,744	Accumulated Funds	4,678	4,390	-6	4,082	3,774	3,482
1,533	Reserves	1,533	1,533	-	1,533	1,533	1,533
9,277	TOTAL FUNDS EMPLOYED	6,211	5,923	-5	5,615	5,307	5,015

Table 51: ACT Public Cemeteries Authority: Statement of Changes in Equity

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Opening Equity							
7,720	Opening Accumulated Funds	4,908	4,678	-5	4,390	4,082	3,774
1,533	Opening Asset Revaluation Reserve	1,533	1,533	-	1,533	1,533	1,533
9,253	Balance at the Start of the Reporting Period	6,441	6,211	-4	5,923	5,615	5,307
Comprehensive Income							
24	Operating Result for the Period	-230	-288	-25	-308	-308	-292
24	Total Comprehensive Income	-230	-288	-25	-308	-308	-292
0	Total Movement in Reserves	0	0	-	0	0	0
Closing Equity							
7,744	Closing Accumulated Funds	4,678	4,390	-6	4,082	3,774	3,482
1,533	Closing Asset Revaluation Reserve	1,533	1,533	-	1,533	1,533	1,533
9,277	Balance at the End of the Reporting Period	6,211	5,923	-5	5,615	5,307	5,015

Table 52: ACT Public Cemeteries Authority: Cash Flow Statement

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
5,337	User Charges	5,087	4,554	-10	4,771	4,991	5,228
162	Interest Received	162	73	-55	76	79	83
67	Distribution from Investments with the Territory Banking Account	67	68	1	70	73	75
514	Other Receipts	514	514	-	514	527	527
6,080	Operating Receipts	5,830	5,209	-11	5,431	5,670	5,913
Payments							
1,669	Related to Employees	1,669	1,479	-11	1,536	1,597	1,659
137	Related to Superannuation	194	206	6	217	226	235
870	Related to Supplies and Services	2,346	708	-70	830	869	896
2,990	Other	2,990	2,620	-12	2,651	2,769	2,882
5,666	Operating Payments	7,199	5,013	-30	5,234	5,461	5,672
414	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-1,369	196	114	197	209	241
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
49	Proceeds from Sale/Maturity of Investments	49	49	-	49	49	49
49	Investing Receipts	49	49	-	49	49	49
Payments							
500	Purchase of Property, Plant and Equipment and Capital Works	1,500	892	-41	666	500	500
500	Investing Payments	1,500	892	-41	666	500	500
-451	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-1,451	-843	42	-617	-451	-451

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
-37	NET INCREASE / (DECREASE) IN CASH HELD	-2,820	-647	77	-420	-242	-210
6,274	CASH AT THE BEGINNING OF REPORTING PERIOD	7,913	5,093	-36	4,446	4,026	3,784
6,237	CASH AT THE END OF REPORTING PERIOD	5,093	4,446	-13	4,026	3,784	3,574

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- user charges – non ACT Government:
 - the decrease of \$0.250 million in the 2015-16 estimated outcome from the original budget is due to lower than expected sales of allotments. These lower sales were partially offset by better than expected sales of Mausoleum crypts.
 - the decrease of \$0.259 million in the 2016-17 budget compared to the 2015-16 estimated outcome is due to lower than expected sales of Mausoleum crypts.
- other revenue: the decrease of \$0.273 million in the 2016-17 budget compared to the 2015-16 estimated outcome is due to a revised method of calculating drawdowns from Perpetual Care Trust funds (PCTs).
- other expenses: the decrease of \$0.320 million in the 2016-17 budget compared to the 2015-16 estimated outcome is due to a reduction of the percentages that are applied for payments to PCTR funds and reduced expenses on which the percentage are based.

Balance Sheet

- changes in the balance sheet between the 2015-16 estimated outcome and the original budget generally reflects the audited outcome adjustment for 2014-15 and also incorporates the full year operations of the mausoleum.

Statement of Changes in Equity and Cash Flow Statement

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

APPENDIX A: DISCONTINUED AGENCY - CAPITAL METRO AGENCY

Purpose

The former Capital Metro Agency (CMA) managed all aspects of the planning, design and delivery of the Capital Metro project, being the first stage of a light rail network in the Territory.

Capital Metro Agency ceased operating as a separate agency following *Administrative Arrangements 2016 (No. 3)* and its functions transferred to Transport Canberra and City Services Directorate from 1 July 2016.

Estimated Employment Level

Table 53: Estimated Employment Level

	2014-15 Actual Outcome	2015-16 Budget	2015-16 Estimated Outcome	2016-17 Budget
Staffing (FTE)	25	38	36	n/a ¹

Note:

- As a result of the administrative arrangements, CMA ceased operating as a separate agency, and its functions transferred to the Transport Canberra and City Services Directorate, effective from 1 July 2016.

Output Class

Planning, procurement and delivery of a light rail service between the City and Gungahlin.

Output Class 1: Capital Metro Project and Governance

Table 54: Output Class 1: Capital Metro Project and Governance

	2015-16 Estimated Outcome \$'000	2016-17 Budget \$'000
Total Cost ²	7,961	n/a ¹
Controlled Recurrent Payments	7,859	n/a ¹

Notes:

- This output transferred as a result of administrative arrangements and is now reported as part of Transport Canberra and City Services Directorate Output 1.1, 'Transport Canberra'.
- There is no depreciation or amortisation included in the estimated total cost in 2015-16.

Accountability Indicators

Output Class 1: Capital Metro Project and Governance

Output 1.1: Capital Metro Project and Governance^{1,2}

Table 55: Accountability Indicators Output 1.1

	2015-16 Targets	2015-16 Estimated Outcome	2016-17 Targets
a. Number of proposals received from shortlisted bidders in respect of the City to Gungahlin component of the project	2	2	n/a
b. Number of proposals received from shortlisted bidders in respect of the 'Russell extension option'	2	2	n/a
c. 'Russell extension option' paper presented to Government for consideration	1	1	n/a
d. Identification of a 'preferred respondent' in respect of the Project	1	1	n/a
e. Conclude a contract with the 'preferred respondent' subject to any future decisions of Government	1	1	n/a

Notes:

1. This output transferred as a result of administrative arrangements and is now reported as part of Transport Canberra and City Services Directorate Output 1.1, 'Transport Canberra'.
2. All accountability indicators were completed in 2015-16.

Changes to Appropriation

Table 56: 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	7,859	5,511	5,063	4,907	4,907
2016-17 Budget Technical Adjustments					
Revised Indexation Parameters	-	(34)	(35)	(36)	(36)
Revised Superannuation Parameters	-	27	29	32	36
Transfer – Capital Metro Agency to TCCS	-	(5,213)	(4,638)	(4,483)	(1,078)
Cessation – Light Rail – Stage 1	-	-	-	-	(3,829)
General Savings	-	(291)	(419)	(420)	-
2016-17 Budget	7,859	0	0	0	0

Table 57: 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	16,137	12,771	11,385	11,484	11,484
2016-17 Budget Technical Adjustments					
Revised Funding Profile – Light Rail – Stage 1	(1,500)	2,300	800	(1,600)	-
Transfer – Capital Metro Agency to TCCS	-	(15,071)	(12,185)	(9,884)	-
Cessation – Light Rail – Stage 1	-	-	-	-	(11,484)
2016-17 Budget	14,637	0	0	0	0

Financial Statements

Table 58: Capital Metro Agency: Operating Statement

2015-16 Budget \$'000		2015-16 Est'd outcome \$'000	2016-17 Budget \$'000	Var %	2017-18 Estimate \$'000	2018-19 Estimate \$'000	2019-20 Estimate \$'000
	Revenue						
7,859	Controlled Recurrent Payments	7,859	0	-100	0	0	0
7,859	Total Revenue	7,859	0	-100	0	0	0
	Expenses						
3,175	Employee Expenses	2,967	0	-100	0	0	0
327	Superannuation Expenses	305	0	-100	0	0	0
4,453	Supplies and Services	4,689	0	-100	0	0	0
7,955	Total Expenses	7,961	0	-100	0	0	0
-96	Operating Result	-102	0	100	0	0	0
-96	Total Comprehensive Income	-102	0	100	0	0	0

Table 59: Capital Metro Agency: Balance Sheet

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
	Current Assets						
2,152	Cash and Cash Equivalents	2,825	0	-100	0	0	0
220	Receivables	199	0	-100	0	0	0
34	Other Current Assets	11	0	-100	0	0	0
2,406	Total Current Assets	3,035	0	-100	0	0	0
	Non Current Assets						
16,137	Capital Works in Progress	14,637	0	-100	0	0	0
16,137	Total Non Current Assets	14,637	0	-100	0	0	0
18,543	TOTAL ASSETS	17,672	0	-100	0	0	0
	Current Liabilities						
1,522	Payables	1,809	0	-100	0	0	0
856	Employee Benefits	817	0	-100	0	0	0
12	Other Liabilities	12	0	-100	0	0	0
2,390	Total Current Liabilities	2,638	0	-100	0	0	0
	Non Current Liabilities						
121	Employee Benefits	139	0	-100	0	0	0
40	Other	28	0	-100	0	0	0
161	Total Non Current Liabilities	167	0	-100	0	0	0
2,551	TOTAL LIABILITIES	2,805	0	-100	0	0	0
15,992	NET ASSETS	14,867	0	-100	0	0	0
	REPRESENTED BY FUNDS EMPLOYED						
15,992	Accumulated Funds	14,867	0	-100	0	0	0
15,992	TOTAL FUNDS EMPLOYED	14,867	0	-100	0	0	0

Table 60: Capital Metro Agency: Statement of Changes in Equity

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
Opening Equity							
-49	Opening Accumulated Funds	332	14,867	#	0	0	0
-49	Balance at the Start of the Reporting Period	332	14,867	#	0	0	0
Comprehensive Income							
-96	Operating Result for the Period	-102	0	100	0	0	0
-96	Total Comprehensive Income	-102	0	100	0	0	0
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
16,137	Capital Injections	14,637	0	-100	0	0	0
0	Inc/Dec in Net Assets due to Admin Restructure	0	-14,867	#	0	0	0
16,137	Total Transactions Involving Owners Affecting Accumulated Funds	14,637	-14,867	-202	0	0	0
Closing Equity							
15,992	Closing Accumulated Funds	14,867	0	-100	0	0	0
15,992	Balance at the End of the Reporting Period	14,867	0	-100	0	0	0

Table 61: Capital Metro Agency: Cash Flow Statement

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
7,859	Controlled Recurrent Payments	7,859	0	-100	0	0	0
7,859	Operating Receipts	7,859	0	-100	0	0	0
Payments							
3,175	Related to Employees	2,961	0	-100	0	0	0
327	Related to Superannuation	305	0	-100	0	0	0
4,453	Related to Supplies and Services	4,689	0	-100	0	0	0
7,955	Operating Payments	7,955	0	-100	0	0	0
-96	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-96	0	100	0	0	0
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
16,137	Purchase of Property, Plant and Equipment and Capital Works	14,637	0	-100	0	0	0
16,137	Investing Payments	14,637	0	-100	0	0	0
-16,137	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-14,637	0	100	0	0	0
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
16,137	Capital Injections from Government	14,637	0	-100	0	0	0
0	Receipt of Transferred Cash Balances	0	-2,825	#	0	0	0
16,137	Financing Receipts	14,637	-2,825	-119	0	0	0

Budget at 30/6/16 \$'000		2015-16 Est'd outcome \$'000	Budget at 30/6/17 \$'000	Var %	Estimate at 30/6/18 \$'000	Estimate at 30/6/19 \$'000	Estimate at 30/6/20 \$'000
16,137	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	14,637	-2,825	-119	0	0	0
-96	NET INCREASE / (DECREASE) IN CASH HELD	-96	-2,825	#	0	0	0
2,248	CASH AT THE BEGINNING OF REPORTING PERIOD	2,921	2,825	-3	0	0	0
2,152	CASH AT THE END OF REPORTING PERIOD	2,825	0	-100	0	0	0

Notes to the Controlled Budget Statements

Variances in the Statements are mainly associated with administrative arrangements. Capital Metro Agency ceased operating as a separate agency, and its functions transferred to the Transport Canberra and City Services Directorate, effective from 1 July 2016.