



ACT
Government

Australian
Capital Territory

Budget **2020-21**



Driving Canberra's Recovery

Budget Statements H

Transport Canberra and City Services Directorate

Transport Canberra Operations | The Cemeteries and Crematoria Authority

Structure and Content of the 2020-21 Budget Papers

The 2020-21 Budget is presented in two papers and a series of agency Budget Statements.

Budget Speech

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

Budget Outlook

The Budget Outlook summarises the 2020-21 Budget and forward estimates for the general government sector, the public trading enterprise sector and the total Territory Government.

Details of the projected 2020-21 Budget results are provided, as well as background information on the development of the 2020-21 Budget, including economic conditions and federal financial relations. It also provides an overview of the Territory's infrastructure investment program and details of the 2020-21 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.



We acknowledge the Traditional Custodians of the ACT, the Ngunnawal people. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

ISSN 1327-581X

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Publication No 21/0014

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Produced by the Chief Minister, Treasury and Economic Development Directorate.

Enquiries about this publication should be directed to the Chief Minister,
Treasury and Economic Development Directorate.

GPO Box 158, Canberra City 2601

<http://www.act.gov.au/budget>

Telephone: Access Canberra - 13 22 81



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TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

Purpose

Transport Canberra and City Services Directorate (the Directorate) assists Canberrans to move around the city and provides high quality city services to the community. Delivery of these services is citizen-focused with a goal of improving the liveability of our city through the provision of core services and an integrated transport network, ensuring Canberra remains a great place to live, work and relax.

The Directorate delivers services to create an attractive cityscape filled with high quality amenities, an effective road network, an integrated public transports system, and other city services which are necessary to support a growing community as well as attract tourism and business investment to the region.

The Directorate is responsible for the planning, building and maintenance of many of the ACT Government's infrastructure assets such as roads, bridges, cycling and community paths, and the streetlight network. It also plays an important role in managing the city's open space, parks, neighbourhood play areas and playground equipment, sportsgrounds, recreational facilities, and local shops. The Directorate improves community safety by making ACT roads safer for all users including vulnerable users.

The range of community services delivered by the Directorate includes libraries, waste and recycling services, safer walking and cycling around schools and city amenity. In designing and delivering these services, the Directorate strives to make them accessible for all members of the community.

The Directorate strives to continually improve public transport outcomes, providing an integrated light rail and bus network that is convenient, efficient, affordable, sustainable, and reliable.

Capital Linen Service, ACT NoWaste, Domestic Animal Services, Yarralumla Nursery and Birrigai are also managed by the Directorate. The Directorate has administrative oversight responsibility for the Cemeteries and Crematoria Authority which operates the Woden, Gungahlin, and Hall cemeteries.

2020-21 Priorities

Strategic and operational priorities to be pursued in 2020-21 include:

Better transport to keep Canberra moving as we grow

- Implementation of the ACT Transport Strategy;
- Implementation of the Zero Emission Transition Plan to enable a zero-emissions bus fleet by 2040;
- Continue the procurement of buses aligned to the Zero Emissions Transition Plan to replace buses beyond their useful life;
- Progress procurement of new integrated public transport ticketing system;
- Measures to improve road safety and compliance with new standards;
- Following completion of site preparation works, commence construction of a new Woden Bus Depot;
- Complete the Traffic Management Centre to provide a new home for the traffic signals team, enabling a greater focus on the overall operation of the road network; and
- Implementing the *ACT Road Safety Strategy 2020-2025* (the Strategy) and the *ACT Road Safety Action Plan 2020-2023* (the Action Plan).

Strengthening services for our city and suburbs

- Delivery of large infrastructure projects to keep our city moving and better connected, including upgrades to the Monaro Highway and the road between Belconnen and Gungahlin;
- Continued development of local infrastructure to support stronger communities and provide stimulus to aid in the economic recovery from COVID-19;
- Implementation of the Urban Forest Strategy to take the city towards the Government's 30 per cent canopy target;
- Commence upgrades to Woden Library branch to include the creation of new community spaces;
- Finalise a Playspace Strategy to inform future directions and priorities for the management and upgrade of 512 playspaces across the city;
- Increase resource recovery through upgrades to recycling infrastructure in response to bans on waste exports, and design a food and garden organics collection and recovery service;

- Complete delivery of the More Bins waste initiative by developing a community litter education program;
- Keeping our city looking good by responding to La Nina wet weather impacts on mowing and road surface maintenance;
- Identify opportunities for Aboriginal and Torres Strait Islander participation in community projects delivery by City Presentation branch including play spaces design and indigenous landscape plantings;
- Plan for the inaugural Street Art Festival in Canberra in 2020-21, to profile the maturity of the Graffiti Management Program;
- Develop a publicly available Customer Charter for Domestic Animal Services to improve public understanding of the role of Domestic Animal Services and the services provided;
- Continue delivery of the School Safety Program including the Active Streets for Schools, Ride or Walk to School and It's Your Move programs, School Crossing Supervisor Program, and other initiatives;
- Continue a rolling program of facility upgrades including making sporting pavilions female friendly to encourage the increased participation of women and girls in organised sport; and
- Support and facilitate sporting groups to return to community sport in accordance with COVID-19 restrictions.

Protecting our environment and leading transition to a zero emissions future

- Grow 25,000 trees over the next four years to meet the ACT Government's commitment to the Urban Forest;
- Deliver on government policy to enable the phasing out of certain single use plastics;
- Complete the Material Recycling Facility storage capacity upgrades;
- Complete the installation of solar photovoltaic cells across 11 Transport Canberra and City Services' sites and progress boiler upgrade and solar panel array at the Tuggeranong Bus Depot;
- Commence a twelve-month lease for a trial of a fully electric truck in the Directorate's fleet; and
- Begin procurement of the first tranche of zero emissions buses for Transport Canberra Operations.

Estimated Employment Level

Table 1: Estimated Employment Level

	2018-19 Actual Outcome	2019-20 Budget	2019-20 Actual Outcome	2020-21 Budget
Staffing (FTE) – Transport Canberra and City Services (exclude Transport Canberra Operations)	903	888	958	1,021 ¹
Staffing (FTE) – Transport Canberra Operations	924	928	929	978 ²
Staffing (FTE) – Total	1,827	1,816	1,887	1,999

Notes:

1. The variance between the 2019-20 Budget and the 2020-21 Budget is due to new and prior year initiatives 136 FTEs; offset by ceasing initiatives 13 FTEs and finalisation of staff transfer to Transport Canberra Operations 4 FTEs; and an increase due to the transfer in of the Parking Policy 1 FTE and Road Transport Policy 13 FTEs.
2. The variance between the 2019-20 Budget and the 2020-21 Budget is due to prior year initiative impacts 46 FTEs, new initiatives 8 FTEs, transfer in of staff from Transport Canberra and City Services Directorate 4 FTEs, offset by ceasing initiatives 8 FTEs.

Strategic Objectives and Indicators

A customer perspective

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

During 2020, the COVID-19 pandemic significantly disrupted patronage of public transport, following the Chief Health Officer's advice to only use public transport for essential services. In addition, the decision to become cashless for maintenance of hygiene to reduce COVID-19 contamination was adopted and is currently under consideration by Government to be formally implemented as future policy. Several Strategic Indicators are therefore now subject to significant variation and with the ongoing effect of the pandemic unknown, forecasts are generally unable to be advised. Commentary is provided as such under the relevant indicators.

Strategic Objective 1

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

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

Strategic Indicator 1.1: Customer satisfaction

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

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

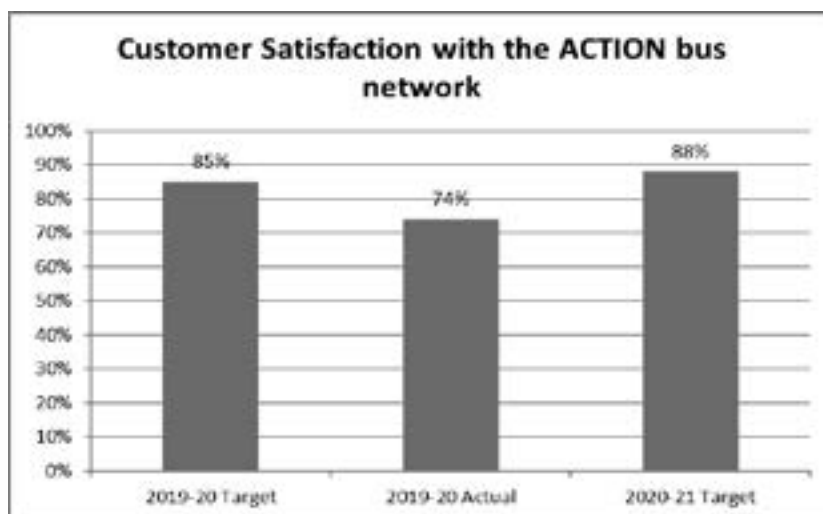
The Directorate is within the final year of the five-year target set in the 2016-17 Budget to measure customer satisfaction with the Transport Canberra Buses (ACTION) bus network to reach an 88 per cent satisfaction rate by 2020-21.

During 2019-20, with the implementation of a new design bus network, the satisfaction levels reduced drastically. The new network was met with a high level of dissatisfaction publicised through media and ministerial papers.

The target of 88 per cent for 2020-21 will be affected by the recovery required from the

drop in 2019-20 along with the impact of COVID-19 and the advice to the community to use public transport for essential journeys only. Whilst there is an aim to continue growing customer satisfaction, the effects of the pandemic will be unknown.

Figure 1: Customer satisfaction results and targets

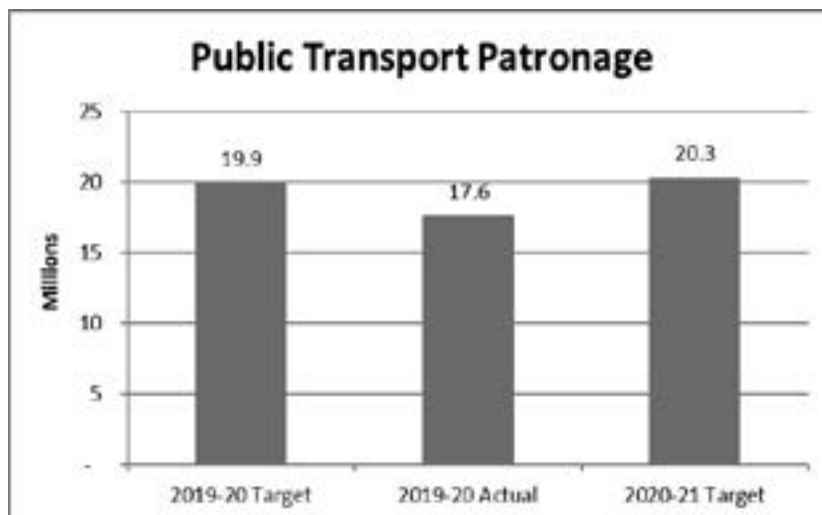


Strategic Indicator 1.2: Patronage

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

At February 2020, public transport patronage was recorded at its highest since the introduction of the MyWay card in 2011. This was impacted adversely in March 2020, when COVID-19 restrictions resulted in the use of public transport for essential travel only.

Figure 2: Patronage results and targets



Strategic Indicator 1.3: Service reliability

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

Service reliability is measured through two key accountability indicators:

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

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

Whilst an improvement has been seen in both services operated to completion and bus on time running, the COVID-19 pandemic has impacted the overall traffic congestion and bus on-time running, even though new more accurate service travel times were incorporated into the 2020 network timetable update.

Figure 3: Services operated to completion

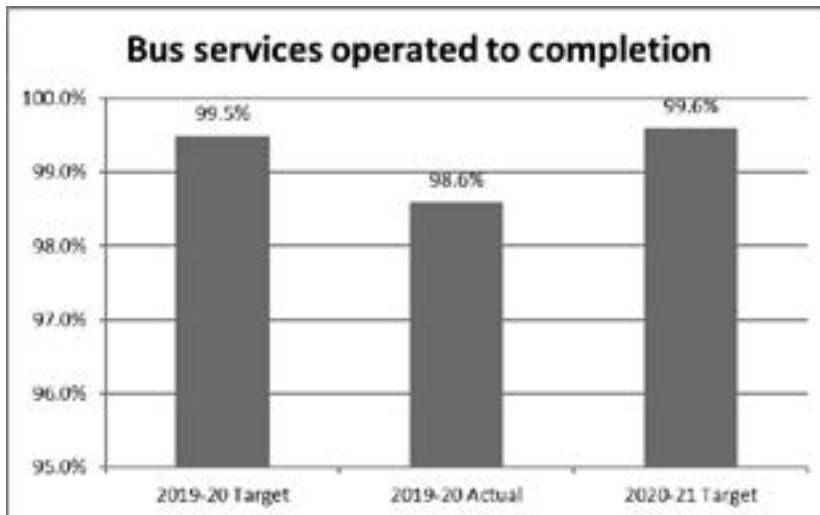
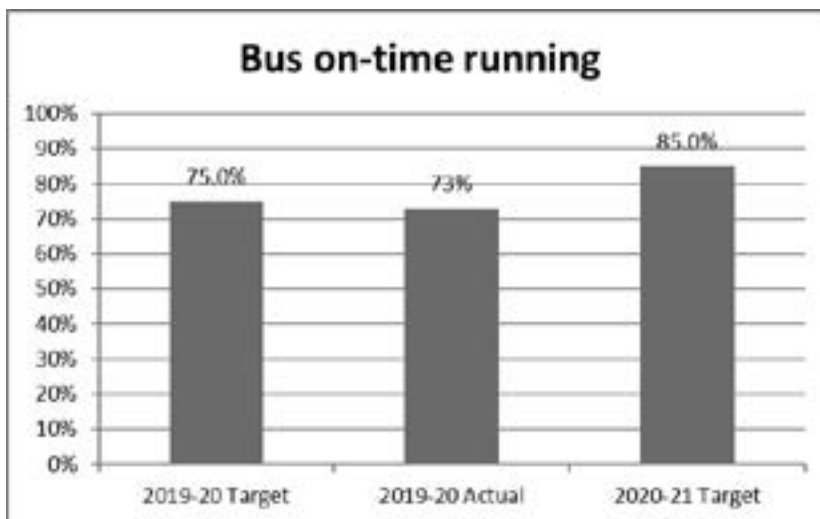


Figure 4: On-time running



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

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

A further area of performance includes:

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

CITY SERVICES Strategic Objective 1: Deliver high quality city services

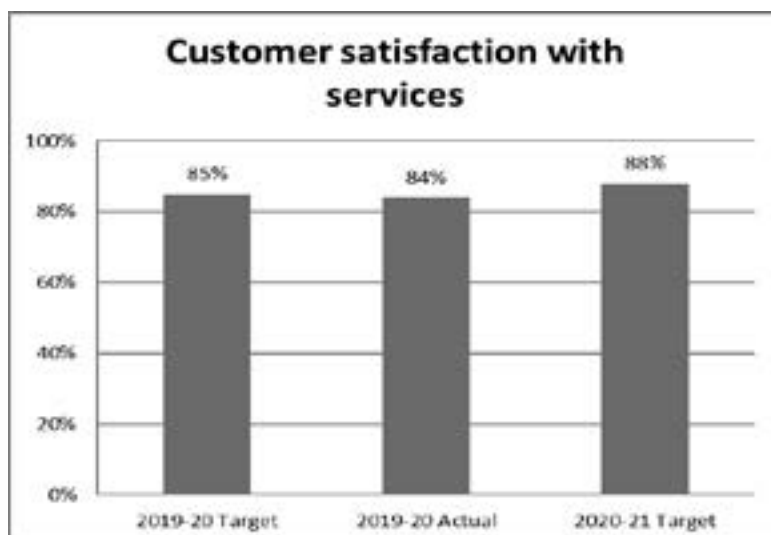
The Directorate has a strategic objective of ensuring that city services are consistently of high quality, timely, effective and cost efficient and meet the needs of the community. It is committed to ensuring that the city is well maintained and its assets protected, and that members of the community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

Strategic Indicator 1.5: Customer satisfaction continues to demonstrate improvement

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

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

Figure 5: Customer satisfaction with services



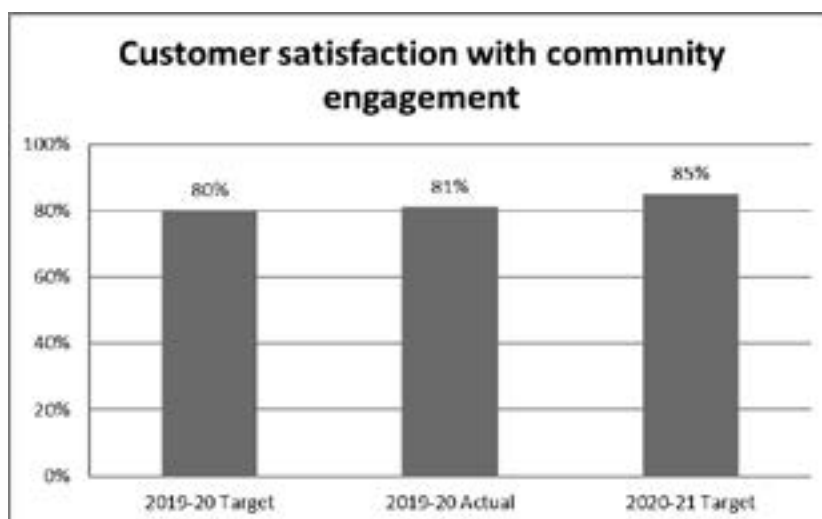
Strategic Indicator 1.6: Satisfaction with community engagement continues to demonstrate improvement

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

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

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

Figure 6: Customer satisfaction with community engagement



An internal business perspective

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

Strategic Objective 2

TRANSPORT Strategic Objective 2: Improve the efficiency of public transport

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

This has two key elements:

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

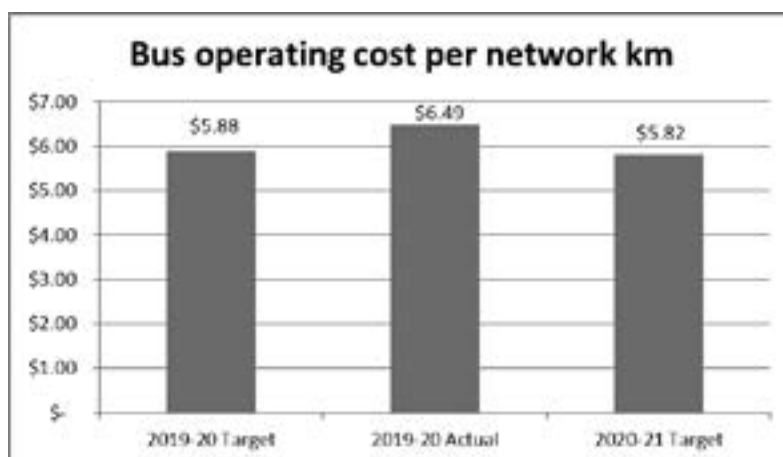
Strategic Indicator 2.1: Operating efficiency

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

The Directorate has a long term goal of reducing operating costs per network kilometre annually by one per cent from the 2019-20 target levels. This is an improvement in operating efficiency of more than one per cent after taking into account CPI growth.

The COVID-19 pandemic and the reduction of patronage to below 50 per cent year on year and implementation of cashless travel will directly impact the achievement of this indicator.

Figure 7: Bus network operating costs per network kilometre



Strategic Indicator 2.2: Business performance

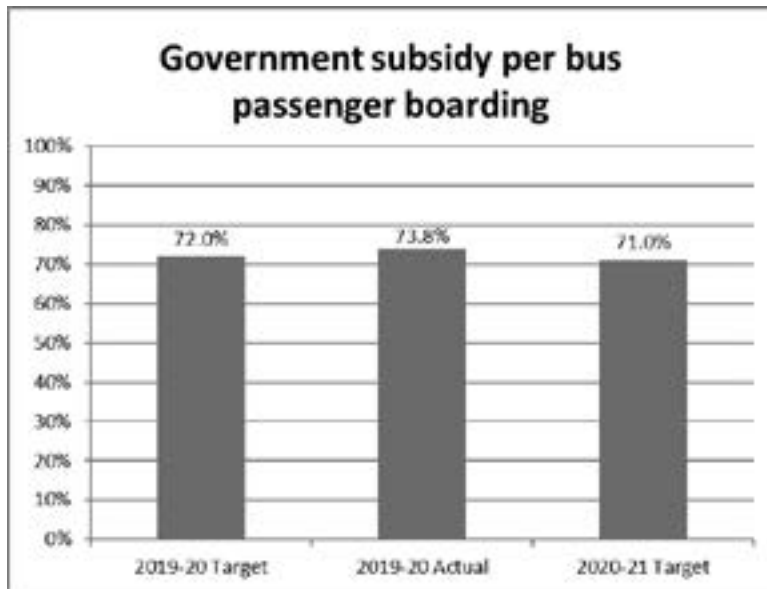
Business performance is a comparison between the amount of revenue generated by the business and the cost of running the business. The Directorate has a long term business strategy for public transport that will progress organisational reform and provide a pathway for further service improvement.

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

The Directorate is within the final year of the five year target set in the 2016-17 Budget of Government subsidy per passenger boarding of 71 per cent by 2020-21.

The COVID-19 pandemic and the reduction of patronage to below 50 per cent year on year and implementation of cashless travel will directly impact the achievement of this indicator.

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



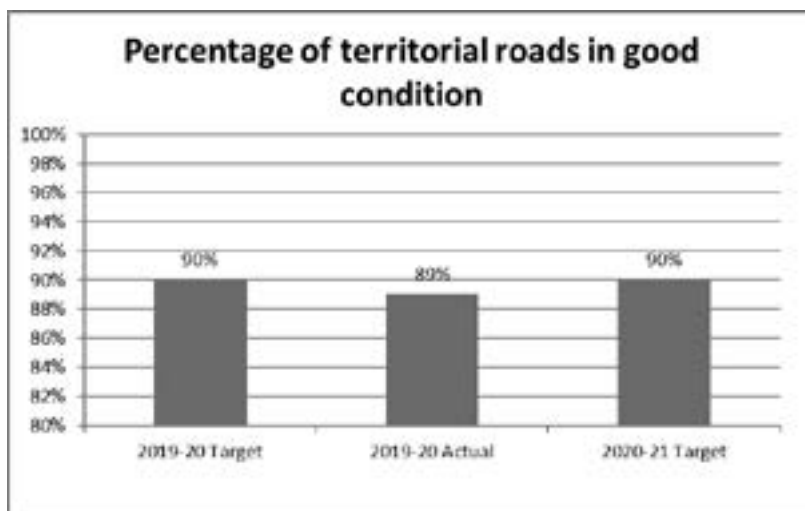
CITY SERVICES Strategic Objective 2: Improved delivery of city services

Strategic Indicator 2.3: Percentage of territorial roads in good condition

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

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

Figure 9: Percentage of territorial roads in good condition



An innovation perspective

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

Strategic Objective 3

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

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

An integrated public transport system is a key objective for the Territory. Delivery of Stage 1 light rail in 2018-19 was an important milestone for the Territory, bringing with it a fully integrated public transport network. The Directorate will continue with procurement activities for a modern ticketing system across buses and light rail.

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

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

Strategic Indicator 3.1: 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 efficiently moves 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 is powered by 100 per cent renewable electricity.

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

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

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

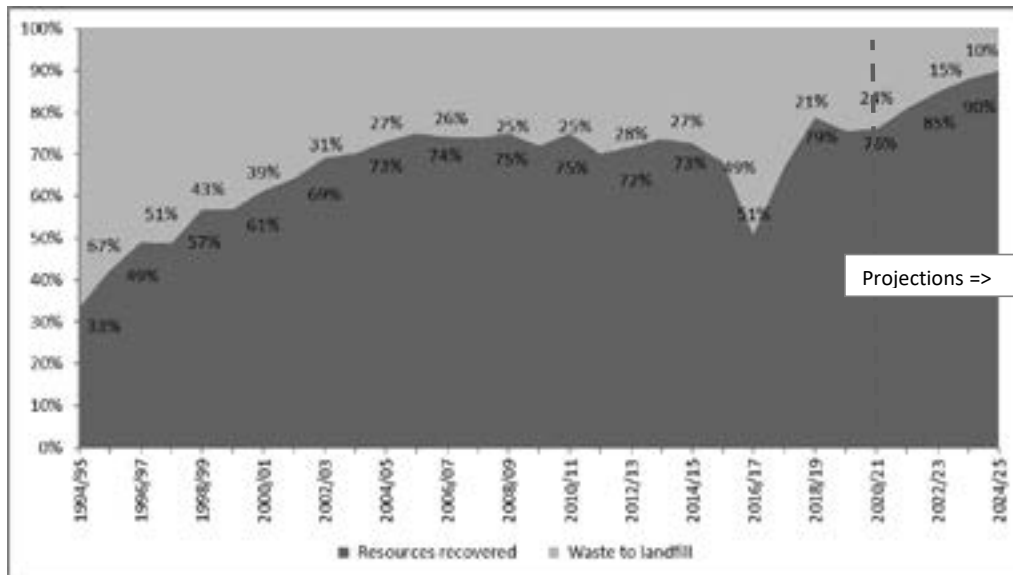
The Directorate is committed to ensuring that Canberra becomes a fully sustainable city and region and that future development is environmentally sensitive, to maintain and protect natural assets, and respond to the challenges of climate change. A reduction in the amount of waste going to landfill is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

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

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

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

Figure 10: Waste to landfill as a proportion



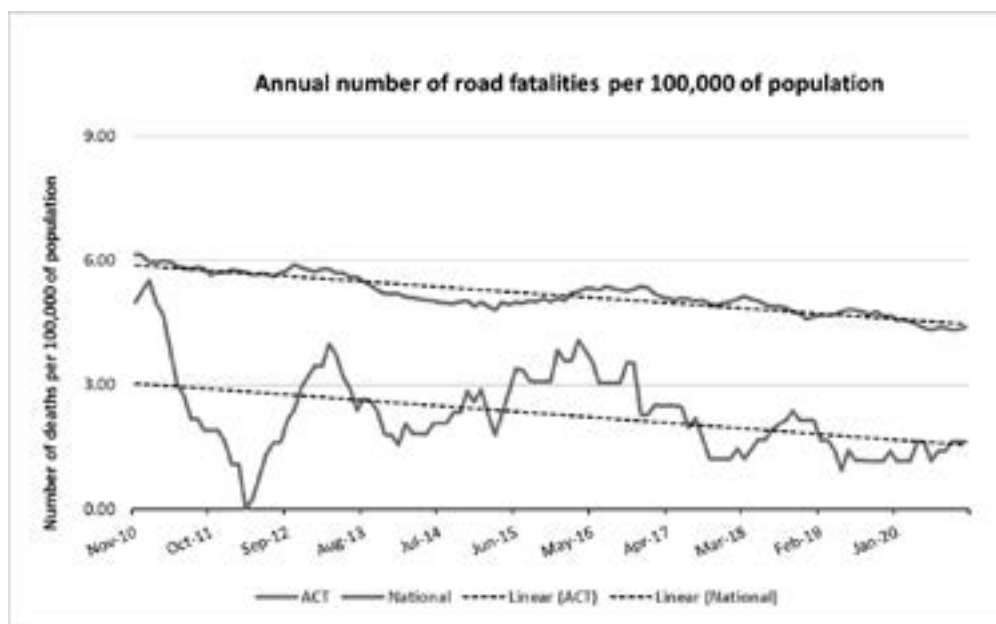
Strategic Objective 4

Safe Community – Road Safety

The safety of ACT road users is supported by the *ACT Road Safety Strategy 2020-2025* and the *ACT Road Safety Action Plan 2020-2023*.

Strategic Indicator 4.1: Promotion of Road Safety

Figure 11: Annual number of road fatalities per 100,000 population



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

Note:

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

Output Classes

Output Class 1: Transport Canberra

Table 2: Output Class 1: Transport Canberra

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000
Total Cost ¹	192,046	215,966
Controlled Recurrent Payments	191,142	214,273

Note:

^{1.} Total cost includes depreciation and amortisation of \$0.0 million in 2019-20 and \$0.042 million in 2020-21.

Output 1.1: Transport Canberra

Transport Canberra includes the Government subsidy paid to bus and light rail operations, 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

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000
Total Cost ¹	192,046	215,966
Controlled Recurrent Payments	191,142	214,273

Note:

^{1.} Total cost includes depreciation and amortisation of \$0.0 million in 2019-20 and \$0.042 million in 2020-21.

Output Class 2: City Services

Table 4: Output Class 2: City Services

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000
Total Cost ¹	466,282	498,233
Controlled Recurrent Payments	220,940	256,863

Note:

^{1.} Total cost includes depreciation and amortisation of \$187.274 million in 2019-20 and \$196.810 million in 2020-21.

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

	2019-20	2020-21
	Audited Outcome	Budget
	\$'000	\$'000
Total Cost¹	247,340	250,650
Controlled Recurrent Payments	86,980	101,540

Note:

^{1.} Total cost includes depreciation and amortisation of \$143.816 million in 2019-20 and \$147.261 million in 2020-21.

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

	2019-20	2020-21
	Audited Outcome	Budget
	\$'000	\$'000
Total Cost¹	19,922	22,464
Controlled Recurrent Payments	15,429	17,675

Note:

^{1.} Total cost includes depreciation and amortisation of \$2.985 million in 2019-20 and \$2.393 million in 2020-21.

Output 2.3: Waste and Recycling

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

Table 7: Output 2.3: Waste and Recycling

	2019-20	2020-21
	Audited Outcome	Budget
	\$'000	\$'000
Total Cost¹	55,982	67,150
Controlled Recurrent Payments	37,477	45,528

Note:

^{1.} Total cost includes depreciation and amortisation of \$6.388 million in 2019-20 and \$9.560 million in 2020-21.

Output 2.4: City Maintenance and Services

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

Table 8: Output 2.4: City Maintenance and Services

	2019-20	2020-21
	Audited Outcome	Budget
	\$'000	\$'000
Total Cost¹	127,525	142,762
Controlled Recurrent Payments	81,054	92,120

Note:

^{1.} Total cost includes depreciation and amortisation of \$32.217 million in 2019-20 and \$35.713 million in 2020-21.

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

	2019-20	2020-21
	Audited Outcome	Budget
	\$'000	\$'000
Total Cost¹	15,513	15,207
Controlled Recurrent Payments	0	0

Note:

^{1.} Total cost includes depreciation and amortisation of \$1.868 million in 2019-20 and \$1.883 million in 2020-21.

Accountability Indicators

The half yearly performance report (31 December 2020) pursuant to section 30E of the *Financial Management Act 1996* is presented in combination with these budget statements. Contextual information on each output class can be found in the 'Output Classes' section of this budget statement.

Information on the 2019-20 Targets and outcome can be found in the Annual Report at page 287 to 299.

Output Class 1: Transport Canberra

Output 1.1: Transport Canberra

Table 10: Accountability Indicators Output 1.1

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
Light Rail				
a. Light rail passenger service availability ¹	99.5%	99.5%	99.9%	0
b. Customer satisfaction with light rail services as assessed by passenger survey ²	85%	n/a	n/a	n/a
Active Travel Office				
c. Customer satisfaction with access to cycle and walking paths ²	85%	n/a	n/a	n/a
Public Transport Passenger Boardings				
d. Public transport passenger boardings ³	19.9 million	9.9 million	6.9 million	(30)
Bus Operations				
e. Customer satisfaction with bus operation services as assessed by passenger survey ²	85%	n/a	n/a	n/a
f. Percentage of in service fleet fully compliant with standards under the <i>Disability Discrimination Act 1992</i> ⁴	86%	86%	92%	7
g. Percentage of in service fleet Euro 5 or better emission standard compliant ⁵	67%	67%	72%	7
h. Service reliability – percentage of all scheduled services which operated to completion	99.5%	99.5%	99.2%	(0)
i. Percentage of services operating on scheduled time ⁶	75%	75%	77%	3
j. Total network operating cost per network kilometre ⁷	\$5.88	\$5.88	\$5.87	(0)
Total Cost (\$'000)	215,966	107,983	114,931	6
Controlled Recurrent Payments (\$'000)	214,273	107,137	115,458	8

Notes:

- ^{1.} Availability of light rail for passenger services is measured by comparing the number of scheduled services against the number of services that were delivered.

2. 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 the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
3. This indicator measures the patronage number for buses and light rail.
4. The *Disability Discrimination Act 1992* (DDA) details the accessibility specifications of a bus required to achieve compliance. The Act requires full compliance by 2022.
5. Euro emission standards define the acceptable limits for exhaust emissions of vehicles.
6. Operating on scheduled time describes a bus service that departs a stop that is a designated timing point between one minute earlier and four minutes later than the scheduled time. GPS technology attached to the MyWay system is used to measure this indicator. Only scheduled services that operated successfully are measured.
7. Network operating costs per kilometre measure the cost and kilometres directly attributable to the operation of Transport Canberra Operations' bus network route.

Variations between YTD Targets and YTD Result:

- d. The variance is mainly due to fewer passenger using public transport during COVID-19 pandemic.

Output Class 2: City Services

Output 2.1: Roads and Infrastructure

Table 11: Accountability Indicators Output 2.1

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
Roads				
a. Annual percentage of territorial roads resurfaced ¹	5%	2%	2%	-
b. Annual percentage of municipal roads resurfaced	4%	2%	2%	-
c. Percentage of customers satisfied with the public road network ²	>75%	n/a	n/a	n/a
d. Percentage of territorial roads in good condition ¹	>89%	>89%	89.2%	-
e. Percentage of bridges that meet SM1600 standard on the B Double Network ³	>80%	>80%	84%	-
f. Increase in length (km) of community paths ⁴	35	18	33	83
g. Increase in length (km) of cycle lanes ⁵	25	13	14	8
Asset Acceptance				
h. Responses on Development Applications referred from the Environment, Planning and Sustainable Development Directorate completed within agreed timeframes ⁶	85%	85%	96%	13
i. Respond to developers' submissions within adopted timeframes ⁷	85%	85%	65%	(24)
Total Cost (\$'000)	250,650	125,325	126,618	1
Controlled Recurrent Payments (\$'000)	101,540	50,770	53,542	5

Notes:

1. Territorial roads are sealed major roads that have the principal 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. This indicator is measured using an industry standard survey that assesses one third of the territorial road network annually.
2. 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 the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
3. SM1600 standard is a theoretical loading designated by Australian Standards 5100:2004 Bridge Design which should ensure that bridges can carry future vehicle loadings.
4. Increases in community paths are measured using the date the 'works as executed' drawings are submitted and registered.
5. The indicator refers to the length of cycle lanes in the network that meet the current standard width requirements.
6. Agreed timeframe is 15 working days.
7. Adopted timeframe is 20 working days.

Variances between YTD Targets and YTD Result:

- f. This measure is influenced by both creation of new paths through TCCS capital and Better Infrastructure Fund programs, and also by gifting of path assets created by land developers. Targets are set assuming similar rates of asset increases to previous equivalent periods. During the current reporting period more than anticipated path assets were received from land developers and from completed capital works due to stimulus package works.
- h. Above target result is mainly due to improved business performance.
- i. Lower than targeted result is mainly due to staff resourcing and staff movements which caused a loss of experienced knowledge and created staff shortages.

Output 2.2: Library Services

Table 12: Accountability Indicators Output 2.2

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
a. Physical visits to libraries per capita ¹	5.0	2.5	1.3	(48)
b. Items borrowed per capita ^{1,2}	7.5	3.8	2.3	(39)
c. Percentage of population who are registered library members ³	55%	55%	42%	(24)
d. Customer satisfaction with library services ⁴	90%	n/a	n/a	n/a
e. Direct cost of public library services per capita ¹	\$35.50	\$17.75	\$18.24	3
f. Percentage of library collection purchased in previous five years	60%	60%	59%	(2)
g. Number of hours assisting client research in the ACT Heritage Library	900	450	222	(51)
h. Percentage of participants with a learning outcome from library programs ⁵	90%	90%	n/a	n/a
Total Cost (\$'000)	22,464	11,232	10,996	(2)
Controlled Recurrent Payments (\$'000)	17,675	8,837	8,743	(1)

Notes:

1. The 2020-21 target is based on an ACT population of 435,800.
2. This includes physical loans as well as digital loans.
3. The 2020-21 target is based on an ACT population of 435,800 with 55 per cent of the population representing approximately 239,690 library members. Registered library members include people from the ACT and the surrounding NSW region.
4. 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 the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
5. Library programs and events offer people opportunities to learn and link them to library resources to further their learning and use of the library. The result of this indicator is measured through a survey completed by the participants.

Variations between YTD Targets and YTD Result:

- a. & b. Lower than targeted result is mainly due to impacts of the COVID-19 pandemic, with libraries being closed for a period and then reopening with limited services and reduced building capacity limits due to social distancing requirements. Face to face programming, which usually encourages physical visits, were on hold during this period.
- c. The number of members has been impacted by migration to the new library computer system in November 2019. Library members need to re-register to update their details on the new system and since that time, use of the library has been impacted by COVID-19 pandemic with libraries being closed for a period and offering reduced services when re-opened. The ability to reactivate memberships and join the library as a new user, has been added to services available online. A membership drive for children aged 0-5 is currently underway.

- g. Lower than targeted result is mainly due to: (1) impact of COVID-19 pandemic on the visitations to the ACT Heritage Library including cancellation of public programs, workshops and exhibitions; and (2) suspension of reference services for 10 calendar days due to water incursions in the secure collection area.
- h. Due to COVID-19 restrictions, no face-to-face programs have been run in library branches during the reporting period. As such, no customer surveys have been conducted.

Output 2.3: Waste and Recycling

Table 13: Accountability Indicators Output 2.3

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
a. Annual tonnes of waste to landfill per head of population ¹	0.5	0.25	0.28	12
b. Annual total resource recovery tonnage per head of population ¹	1.5	0.75	n/a	n/a
c. Percentage of material recovered from the total waste stream	75%	75%	n/a	n/a
d. Percentage of customers satisfied with waste collection services ²	>90%	n/a	n/a	n/a
e. Contract cost of landfilling waste per tonne	\$19.00	\$19.00	\$19.28	1
f. Annual cost of domestic household waste collection services per head of population ¹	\$21.25	\$10.63	\$11.07	4
g. Annual cost of domestic household recycling collection service per head of population ¹	\$12.10	\$6.05	\$6.00	(1)
h. Number of mattresses diverted from landfill	37,000	18,500	22,075	19
i. Container redemption rate (in relation to the Container Deposit Scheme) ³	60%	60%	n/a	n/a
Total Cost (\$'000)	67,150	33,575	31,760	(5)
Controlled Recurrent Payments (\$'000)	45,528	22,764	22,929	1

Notes:

1. The 2020-21 target is based on an ACT population of 435,800 and Queanbeyan population of 41,200.
2. 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 the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
3. This indicator measures the maximum number of eligible containers are recovered and recycled under the Scheme.

Variations between YTD Targets and YTD Result:

- a. Asbestos contaminated material (CRM) accounted for 7.5% of the variance at 8,000 tonnes. Remaining variance is driven by the increased presentation rate of kerbside waste bins since the COVID-19 restrictions were implemented. In addition, the transfer stations have seen an increase of 30% of domestic waste drop offs since March 2020 which has yet to decrease.
- b. & c. This measure utilises data provided by the licenced ACT waste management facilities on a quarterly basis, which will be provided in February 2021. Results against this measure will be included in June reporting.
- h. Due to COVID-19 restrictions there has been a gradual increase through the year of mattresses sent to Mugga Lane and Mitchell Resource Management Centres as people continue to clear out excess items. In addition, the launch of the kerbside bulky waste program has seen a noticeable impact to the mattresses being diverted from landfill.
- i. This measure utilises results from the Container Deposit Scheme reporting which will be available in February 2021. Results against this measure will be included in June reporting.

Output 2.4: City Maintenance and Services

Table 14: Accountability Indicators Output 2.4

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
City Maintenance and Services				
a. Percentage of customers satisfied with the management of sportsgrounds ¹	85%	n/a	n/a	n/a
b. Numbers of dogs processed by the Domestic Animal Shelter	1,100	550	423	(23)
c. Percentage of saleable stray and abandoned dogs re-homed	90%	90%	100%	11
d. Remove abandoned vehicles on unleased land within nine calendar days	100%	100%	61%	(39)
e. Response and collection of 'sharps' on unleased land within 4 hours	100%	100%	97%	(3)
f. Annual operation cost per hectare of actively maintained park land is less than benchmarked median across Australia ²	<\$16,984	n/a	n/a	n/a
Yarralumla Nursery				
g. Plant spoilage within industry standard	<10%	<10%	1.3%	-
Total Cost (\$'000)	142,762	71,381	72,566	2
Controlled Recurrent Payments (\$'000)	92,120	46,060	46,012	(0)

Notes:

- 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 the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
- This indicator is benchmarked against other Councils across Australia and is supported by the Yardstick Park Benchmarks report. Results of the annual Yardstick Benchmark Survey will be included in June reporting.

Variations between YTD Targets and YTD Result:

- Lower than targeted result is mainly due to a reduction in the total number of dogs impounded as a result of: (1) the indirect effects of the COVID-19 pandemic as more people working from home were able to collect their dog prior to it being impounded; and (2) a greater focus on re-uniting dogs and their owners prior to impound by Domestic Animal Services (DAS) officers.
- Higher than targeted result is mainly due to a renewed focus by Domestic Animal Services staff to re-home dogs or to re-unite them with their owners as part of the engage, educate, enforce approach to compliance.
- 38 vehicles were not removed within the required timeframe. 3 out of 38 vehicles experienced delays due to towing contractor; with the remainder due to disruptions caused by the COVID-19 pandemic, staff capacity and prioritisation of other public safety matters.

Output 2.5: Capital Linen Service

Table 15: Accountability Indicators Output 2.5

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
a. Retain certification of Quality Management System Standard AS/NZS ISO 9001	100%	100%	100%	-
b. Percentage of all linen items ordered delivered in full ¹	98.6%	98.6%	99.6%	1
Total Cost (\$'000)	15,207	7,604	7,283	(4)
Controlled Recurrent Payments (\$'000)	-	-	-	-

Note:

¹ This indicator measures the performance of the services being provided.

Changes to Appropriation

Table 16: Changes to appropriation – Controlled Recurrent Payments

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2019-20 Budget	406,466	422,513	435,766	441,930	442,278
2019-20 Budget Review Policy Decisions					
Kerbside Bulky Waste Collection	490	3,528	4,286	4,819	5,604
Light Rail additional services and safety infrastructure enhancements	330	1,278	1,312	1,349	1,385
More bus drivers for weekend services	1,483	0	0	0	0
New Woden bus depot - stage 2	900	675	173	345	345
Shared Services Finance and Human Resources fixed cost contribution	-4	-4	-4	-4	-4
Planning for future light rail routes	100	150	0	0	0
2nd Appropriation 2019-20					
Better public transport infrastructure for Canberra	0	0	0	18	18
Improving and expanding online services	0	1,220	900	900	900
Modernising ACT's public transport network ticketing systems	0	0	NFP	NFP	NFP
Shared Services Finance and Human Resources fixed cost contribution – TCO	0	-15	-3	-3	5
FMA Section 16B Rollovers from 2018-19					
Better Public Transport for Canberra - Improved Delivery of ACTION services	350	0	0	0	0
Keeping our growing city moving - Light Rail Stage 2 - early planning	1,076	0	0	0	0
Keeping our growing city moving - Pialligo pedestrian upgrades	26	0	0	0	0
Planning for faster rail	100	0	0	0	0
2020-21 Budget Policy Decisions					
Better Government - Supporting the Freedom of Information Act 2016	0	156	0	0	0
Continue bulky waste service for concession card holders	0	318	177	75	0
Continuing Government Services - Compensating for loss of own-source revenue due to COVID-19	0	16,332	0	0	0
COVID-19 Public Health Response	0	1,916	0	0	0
Ensuring uninterrupted power supply to traffic lights	0	0	0	3	7
Expediting development application and unit titling approvals	0	473	490	503	515
Fast tracking bulky waste collection services	0	-456	240	-53	-356

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Policy Decisions (continued)					
Feasibility and design studies for community infrastructure and upgrades	0	2,520	0	0	0
Improving road safety through Mobile Device Detection Cameras	0	726	2,073	1,922	1,973
Local Roads and Community Infrastructure Program R&M	0	0	0	69	157
Look and Feel of the City	0	5,620	0	0	0
Parkes Way Early works	0	500	1,350	650	0
Phase 3 - Expansion of minor capital works projects	0	2,100	0	0	0
Rapid rollout of 'screwdriver ready' minor capital works projects	0	0	99	198	198
Rental Relief - ACT Government properties - extension	0	24	0	0	0
Road safety improvements	0	0	0	60	180
Intersection improvements	0	0	0	40	80
Road safety works	0	0	0	42	84
Shared Services Finance and Human Resources fixed cost contribution	0	-39	0	0	0
Supporting social inclusion through the Flexible Bus Service	0	866	0	0	0
Upgrading an intersection on Owen Dixon Drive	0	0	0	100	300
Urban forest and other public realm maintenance functions	0	2,000	0	0	0
William Hovell Drive, Athllon Drive and John Gorton Drive	0	0	0	0	52
2020-21 Budget Technical Adjustments					
Alignment of Pricing and Payments with TCO	-1	0	0	0	-1,049
Cessation - Progressing Better Suburbs Initiatives	0	0	0	0	-3,765
Commonwealth Grant - Interstate Road Transport NP	33	0	0	0	0
Commonwealth Grant - Investment - Road Component – Recurrent	0	488	1,338	1,660	1,010
Commonwealth Grant - Local Roads and Community Infrastructure Program	0	5,170	2,730	0	0
Estimated Outcome - Growing investment in services for our suburbs	0	671	671	671	671
Estimated Outcome - s18 - Treasurer's Advance	8,400	0	0	0	0
Estimated Outcome - repairs and maintenance funding for asset transfers - from CRA	0	0	69	139	139
Light Rail - Stage 1 - PPP Service payments	0	0	0	-133	618
Recognition of CRP - ACT 5G Revenue Model for Streetlights	0	130	335	540	745
Recognition of CRP for Managing Waste Better initiative	1,185	2,194	2,658	3,435	3,626
Revised Funding Profile - Better services in your community - Essential Waste Management Infrastructure	0	-300	300	300	300

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments (continued)					
Revised Funding Profile - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade	0	0	-41	0	84
Revised Funding Profile - Building a better city - Rehabilitating landfill sites	0	-120	0	120	120
Revised Funding Profile - Delivering a new high school at East Gungahlin	0	701	500	0	0
Revised Funding Profile - Divert Food Organics from Landfill	0	329	0	0	0
Revised Funding Profile - Keeping our growing city moving - Safer intersections	0	-80	-162	141	202
Revised Funding Profile - Light Rail – Stage 1– PPP Territory Retained Risk	0	190	0	0	0
Revised Funding Profile - Progressing Better Suburbs Initiatives	0	126	0	0	0
Revised Indexation Parameters	0	-1,035	-2,879	-4,274	1,771
Revised Indexation Parameters - TCO	0	-104	-219	-331	11
Revised Superannuation Parameters	-1,147	-942	-841	-925	-908
Revised Superannuation Parameters - TCO	910	385	395	242	114
Savings - Building a better city - Civic and Dickson office accommodation	-42	-357	-373	-390	-400
Savings - Continuing Government Services - Compensating for loss of own-source revenue due to COVID-19	0	-841	0	0	0
Savings - Office of the Co-ordinator General for the Whole of Government (Non-Health Response to COVID-19)	0	-83	0	0	0
Savings - Planning for future light rail routes	-100	-150	0	0	0
Savings - Undrawn Funds	-688	0	0	0	0
Savings - Workers' compensation	0	-70	326	326	326
Savings - Workers' compensation - TCO	0	-2,224	0	0	0
Section 16 Transfer - Light Rail Stage 2 - to MPC	-7,568	0	0	0	0
Transfer - Keeping our growing city moving- Manuka smart parking from CMTEDD	0	46	47	48	49
Transfer - Better Roads for Gungahlin - Enhanced Town Centre road network - from CMTEDD	-72	5	8	4	4
Transfer - Better Roads for Gungahlin - Gungahlin town centre road network improvements - from CMTEDD	-100	-91	-43	-8	-8
Transfer - Better Roads for Gungahlin - Horse Park Drive duplication - from CMTEDD	0	36	178	285	285
Transfer - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade	0	0	13	107	107
Transfer - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 - from CMTEDD	0	0	102	204	204
Transfer - Cravens Creek Water Quality Control Pond - from CMTEDD	-224	-134	-44	-50	-50
Transfer - Dickson Group Centre Intersections - Upgrade - from CMTEDD	23	62	62	62	62

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments (continued)					
Transfer - Improving Our Suburbs - New Molonglo Valley Infrastructure - from CMTEDD	3	166	421	576	635
Transfer - Isabella Weir Spillway Upgrades - from CMTEDD	-4	95	92	89	89
Transfer - Light Rail Stage 1 - TCO	179	180	180	174	174
Transfer - Majura Parkway to Majura Road - Link road - from CMTEDD	51	200	197	195	195
Transfer - Melrose Football Precinct - from CMTEDD	0	103	107	109	112
Transfer - Molonglo 2 - Sewer and Pedestrian Bridge over Molonglo River - from CMTEDD	-20	220	240	240	240
Transfer - Molonglo 2 - Uriarra Road Upgrade - from CMTEDD	35	62	57	52	52
Transfer - Molonglo 2 - Water Supply, Trunk Sewer and Stormwater Infrastructure - Stage 1 - from CMTEDD	-43	34	31	28	28
Transfer - Molonglo Infrastructure Investment - from CMTEDD	13	169	312	312	312
Transfer - Parking policy team transfer - from EPSDD	0	152	156	158	161
Transfer - Throsby – Access road and western intersection - from CMTEDD	-39	61	97	97	97
Transfer - Transport Certification Australia Participant Costs - from Access Canberra	0	65	66	68	69
Transfer - Transport regulation and safety policy function - from JACS	0	3,608	2,878	2,984	2,932
Transfer - Urban Renewal Program - Molonglo 3 Infrastructure - from CMTEDD	0	0	51	57	57
Transfer - Urban Renewal Program - Phillip Oval upgrade - from CMTEDD	-19	26	24	22	22
Transfer to Capital Injection Controlled - Light Rail - Stage 1 - PPP Service Payments	0	-408	0	0	0
2020-21 Budget	412,082	471,136	456,898	460,907	463,808

Table 17: Changes to appropriation – Capital Injections, Controlled

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2019-20 Budget	275,558	161,122¹	163,056	132,887	112,748
2019-20 Budget Review					
Better public transport infrastructure for Canberra	0	1,800	0	0	0
2019-20 2nd Appropriation					
Improving and expanding online services	2,970	2,672	153	136	0
Improving Tharwa Drive and Nudurr Drive	100	300	0	0	0
Light Rail additional services and safety infrastructure enhancements	740	0	0	0	0
Modernising ACT's public transport network ticketing systems	7,513	12,201	NFP	NFP	NFP
More bus drivers for weekend services	100	0	0	0	0
New Woden bus depot - stage 2	1,000	14,000	2,000	0	0
FMA Section 16B Rollovers from 2018-19					
Better Government - Improving customer services delivery	70	0	0	0	0
Better Infrastructure Fund	5,815	0	0	0	0
Better Roads for Belconnen - Aikman Drive duplication	-43	0	0	0	0
Better Roads for Canberra - Stronger bridges to transport freight	870	0	0	0	0
Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1	722	0	0	0	0
Better Roads for Gungahlin - Gungahlin town centre road network improvements	125	0	0	0	0
Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	-2,209	0	0	0	0
Better Roads for Tuggeranong - Ashley Drive duplication - Stage 2	476	0	0	0	0
Better Services - Improved asset management	262	0	0	0	0
Better Services - Improving libraries - self service check out and improved access	337	0	0	0	0
Better services in your community - Faster bus travel	57	0	0	0	0
Better services in your community - Integrated bus and light rail ticketing	-605	0	0	0	0
Building a better city - New Bus Depot at Woden	870	0	0	0	0
Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade 2	-231	0	0	0	0
Building a better city - Federal Highway and Old Wells Station Road Intersection upgrade	540	0	0	0	0
Building a better city - Gundaroo Drive duplication - Stage 2	1,686	0	0	0	0
Building a better city - Improving Tharwa Village fire fighting water supply	165	0	0	0	0
Note:					
¹ Amount reported in 2019-20 Budget and 2019-20 Budget Review was \$158,622,000, which reflected a reduction of \$2.5m transferred to MPC in 2020-21 Budget through a s16 of the FMA instrument and included in the 2020-21 Budget Technical Adjustments section.					

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
FMA Section 16B Rollovers from 2018-19 (continued)					
Building a better city - Monaro Highway upgrade early planning	806	0	0	0	0
Building a better city - Pialligo Avenue duplication early planning	934	0	0	0	0
Building a better city - Rehabilitating landfill sites	1,400	0	0	0	0
Building a better city - Upgrading stormwater infrastructure on Flemington Road	167	0	0	0	0
Business system upgrade	-4	0	0	0	0
Caring for our Environment - Essential waste management infrastructure	122	0	0	0	0
Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir)	968	0	0	0	0
Civic to Gungahlin Corridor Improvements	1,999	0	0	0	0
Commonwealth Grant - Roads to Recovery	1,078	0	0	0	0
Commonwealth Grant - Suicide Prevention	216	0	0	0	0
Cravens Creek Water Quality Control Pond	98	0	0	0	0
Enhancement of library collections	614	0	0	0	0
Enterprise Bargaining Agreement	647	0	0	0	0
Future Bus Network	448	0	0	0	0
Green Waste Rollout	569	0	0	0	0
Improving Our Suburbs - New Molonglo Valley Infrastructure	2,099	0	0	0	0
Keeping our growing city moving - Better infrastructure for the Rapid Transport Network	41	0	0	0	0
Keeping our growing city moving - delivering Canberra's new integrated public transport network	500	0	0	0	0
Keeping our growing city moving - Pavement upgrades	296	0	0	0	0
Keeping our growing city moving - Better infrastructure for active travel	1,333	0	0	0	0
Keeping our growing city moving - Bridge Renewal Program	253	0	0	0	0
Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets	18	0	0	0	0
Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design	49	0	0	0	0
Keeping our growing city moving - Monaro Highway upgrade	107	0	0	0	0
Keeping our growing city moving - Safer intersections	291	0	0	0	0
Keeping our growing city moving - William Slim Drive duplication	101	0	0	0	0
Light Rail - Stage 1 - PPP Territory Retained Risk	1,405	0	0	0	0
Light Rail - Stage 1 - Procurement and delivery 2	3,649	0	0	0	0
Majura Parkway to Majura Road - Link road	-33	0	0	0	0
Molonglo 2 - Water Quality Control Ponds, Sewers and Cyclepath (Design)	-28	0	0	0	0
Molonglo Infrastructure Investment	529	0	0	0	0

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
FMA Section 16B Rollovers from 2018-19 (continued)					
More jobs for our growing city - Better town centres	1,379	0	0	0	0
More jobs for our growing city - Micro parks	-2	0	0	0	0
More jobs for our growing city - Renewing Higgins Neighbourhood Oval	143	0	0	0	0
More services for our suburbs - Better waste management	165	0	0	0	0
More services for our suburbs - Boosting Anketell Street improvements	750	0	0	0	0
More services for our suburbs - Bringing Woden Town Square to life	511	0	0	0	0
More services for our suburbs - More trees	11	0	0	0	0
More services for our suburbs - Nicholls Neighbourhood Oval upgrade	-100	0	0	0	0
More services for our suburbs - Parkwood estate rehabilitation	897	0	0	0	0
More services for our suburbs - Southern Memorial Park Detailed Design	200	0	0	0	0
More services for our suburbs - Sports Ground Restoration - Boomanulla Enclosed Oval	122	0	0	0	0
More services for our suburbs - Stormwater infrastructure improvements	-112	0	0	0	0
Safer Walking and Cycling Around Schools (BIF)	483	0	0	0	0
Transport for Canberra - Real Time Passenger Information System	6	0	0	0	0
Urban Renewal Program - Molonglo 3 infrastructure	-10	0	0	0	0
2020-21 Budget Policy Decisions					
ACT Contribution - Bridge Renewal Programme	0	4,618	0	0	0
ACT Contribution - Heavy Vehicle Safety and Productivity	0	1,883	0	0	0
Ensuring uninterrupted power supply to traffic lights	0	125	125	125	75
Intersection Upgrades	0	8,000	2,000	0	0
John Gorton Drive and Molonglo River Bridge Crossing	0	1,500	30,000	30,000	25,200
Look and Feel of the City	0	6,951	0	0	0
Planning and design for a zero emissions bus network	0	500	300	0	0
Rapid rollout of 'screwdriver ready' minor capital works projects	0	9,970	0	0	0
Road safety improvements	0	3,000	3,000	0	0
Road safety works	0	1,600	1,000	0	0
Schools for our growing city - Kenny High School	0	1,000	5,000	5,000	0
Upgrading an intersection on Owen Dixon Drive	0	2,000	8,000	0	0
Upgrading the ACT Materials Recovery Facility	0	5,900	4,800	1,000	1,000
William Hovell Drive, Athllon Drive and John Gorton Drive	0	4,500	2,720	0	0

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments					
Building a better city - Dickson Bus Station - Land acquisition	3,600	1,122	0	0	0
Capital Variation - Molonglo 2 - Water Quality Control Ponds, Sewers and Cyclepath (Design)	0	-651	0	0	0
Capital Variation - Better Roads for Belconnen – Aikman Drive duplication	-200	-20	0	0	0
Capital Variation - Better Roads for Canberra - Stronger bridges to transport freight	0	-886	0	0	0
Capital Variation - Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1	300	0	0	0	0
Capital Variation - Better Roads for Gungahlin - Gungahlin town centre road network improvements	-200	0	0	0	0
Capital Variation - Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	-500	-1,000	0	0	0
Capital Variation - Better services in your community - Essential Waste Management Infrastructure	0	2,800	0	0	0
Capital Variation - Building a better city - Canberra Brickworks - Access road and Dudley Street upgrade 2	1,542	0	0	0	0
Capital Variation - Building a better city - Federal Highway and Old Wells Station Road Intersection upgrade	-400	0	0	0	0
Capital Variation - Building a better city - Gundaroo Drive duplication - Stage 2	400	0	0	0	0
Capital Variation - Canberra Brickworks Precinct (Yarralumla) Access Road and Dudley Street upgrade - Design and Construction	500	0	0	0	0
Capital Variation - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir)	-950	0	0	0	0
Capital Variation - Civic to Gungahlin Corridor Improvements	-600	-400	0	0	0
Capital Variation - Cravens Creek Water Quality Control Pond	-245	0	0	0	0
Capital Variation - Flemington Road Stormwater Remediation	-600	0	0	0	0
Capital Variation - Green Waste Rollout	0	-2,800	0	0	0
Capital Variation - Improving Our Suburbs - New Molonglo Valley Infrastructure	-336	-600	0	0	0
Capital Variation - Intersection Upgrades - Kuringa Drive intersection with Owen Dixon	0	2,000	0	0	0
Capital Variation - Keeping our growing city moving - Better infrastructure for active travel	1,704	0	0	0	0
Capital variation - Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design	0	651	0	0	0
Capital Variation - Majura Parkway to Majura Road - Link road	-150	0	0	0	0
Capital Variation - Molonglo Infrastructure Investment	-550	0	0	0	0
Capital Variation - More City Services depots for better service delivery	0	20	0	0	0
Capital Variation - Urban Renewal Program - Molonglo 3 infrastructure	-107	0	0	0	0

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments (continued)					
Commonwealth Grant - Black Spot Projects	-1,168	1,663	605	54	208
Commonwealth Grant - Bridges Renewal Programme	-200	-403	0	104	75
Commonwealth Grant - Disaster Risk Reduction	0	125	125	125	75
Commonwealth Grant - Heavy Vehicle Safety and Productivity	-423	0	0	74	51
Commonwealth Grant - Investment - Road Component - Capital	-5,042	8,949	63,000	24,006	-14,994
Commonwealth Grant - Local Road Upgrade and Safety Projects	0	11,600	0	0	0
Commonwealth Grant - Local Roads and Community Infrastructure Program	0	6,915	2,660	0	0
Commonwealth Grant - Major projects business case fund	0	0	-1	-51	-51
Commonwealth Grant - Recycling Infrastructure NP	0	500	4,000	3,000	3,000
Commonwealth Grant - Roads of strategic importance initiative	0	-697	-773	-486	-486
Commonwealth Grant - Roads to Recovery	-3,531	3,524	318	318	-639
Commonwealth Grant - Urban congestion fund	-6,646	-4,470	-4,052	-5,052	-5,052
Estimated Outcome - Better Roads for Canberra – Stronger bridges to transport freight	0	750	0	0	0
Estimated Outcome - Growing investment in services for our suburbs	0	741	0	0	0
Revised Funding Profile - (BIF) Disability Discrimination Act compliant bus stops	-342	342	0	0	0
Revised Funding Profile - (BIF) Dog park improvement program	-42	42	0	0	0
Revised Funding Profile - (BIF) Enhancement of library collections	-454	454	0	0	0
Revised Funding Profile - (BIF) Play space upgrades	-1,863	1,863	0	0	0
Revised Funding Profile - ACT Material Recovery Facility	0	-4,000	0	2,000	2,000
Revised Funding Profile - Better buses to support the new bus network	-6,394	-11,306	6,000	11,700	0
Revised Funding Profile - Better connecting Belconnen and Gungahlin	-3,533	-11,467	5,000	10,000	0
Revised Funding Profile - Better Customer Service - Improving Online Platforms	-1,830	-812	1,642	1,000	0
Revised Funding Profile - Better Government - Improving customer services delivery	-7	7	0	0	0
Revised Funding Profile - Better Intersections - Delivering our Election Commitments	-2,280	1,130	-350	1,450	50
Revised Funding Profile - Better public transport infrastructure for Canberra	121	-121	0	0	0
Revised Funding Profile - Better Roads for Belconnen - Aikman Drive duplication	-231	231	0	0	0
Revised Funding Profile - Better Roads for Canberra - Stronger bridges to transport freight	-136	136	0	0	0
Revised Funding Profile - Better Roads for Gungahlin - Gundaroo Drive duplication - Stage 1	-266	266	0	0	0
Revised Funding Profile - Better Roads for Gungahlin - Gungahlin town centre road network improvements	-24	24	0	0	0

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments (continued)					
Revised Funding Profile - Better Roads for Gungahlin - Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	-1,692	1,692	0	0	0
Revised Funding Profile - Better Services - Improved asset management	-643	643	0	0	0
Revised Funding Profile - Better Services - Improving libraries - self service check out and improved access	-302	302	0	0	0
Revised Funding Profile - Better services in your community - Essential Waste Management Infrastructure	8,396	-3,396	-5,000	0	0
Revised Funding Profile - Better services in your community - Integrated bus and light rail ticketing	92	-92	0	0	0
Revised Funding Profile - Building a better city - Active Travel - Footpath and cycleway upgrades	-596	596	0	0	0
Revised Funding Profile - Building a better city - Canberra Brickworks- Access road and Dudley Street upgrade 2	-5,492	1,495	3,497	500	0
Revised Funding Profile - Building a better city - Gundaroo Drive duplication - Stage 2	-4,985	4,985	0	0	0
Revised Funding Profile - Building a better city - Improving Tharwa Village fire fighting water supply	-926	926	0	0	0
Revised Funding Profile - Building a better city - Monaro Highway upgrade early planning	-193	193	0	0	0
Revised Funding Profile - Building a better city - New Bus Depot at Woden	-17,398	2,000	5,000	5,000	5,398
Revised Funding Profile - Building a better city - Pialligo Avenue duplication early planning	-560	285	275	0	0
Revised Funding Profile - Building a better city - Rehabilitating landfill sites	-8,406	-5,347	13,753	0	0
Revised Funding Profile - Building a better city - Upgrading stormwater infrastructure on Flemington Road	165	-165	0	0	0
Revised Funding Profile - Business system upgrade	-274	274	0	0	0
Revised Funding Profile - Caring for our Environment - Lake Tuggeranong Water Quality Improvement - Stage 2 (Isabella Weir)	-268	268	0	0	0
Revised Funding Profile - Civic to Gungahlin Corridor Improvements	-490	490	0	0	0
Revised Funding Profile - Delivering a smart technology ticketing system for Canberra's integrated public transport system	-7,513	-9,773	NFP	NFP	NFP
Revised Funding Profile - Future Bus Network	-4,860	1,860	3,000	0	0
Revised Funding Profile - Green Waste Rollout	-2,291	2,291	0	0	0
Revised Funding Profile - Improving Our Suburbs - New Molonglo Valley Infrastructure	628	-328	-300	0	0
Revised Funding Profile - Improving stormwater networks	292	708	-1,000	0	0
Revised Funding Profile - Improving Tharwa Drive and Nudurr Drive	-100	100	0	0	0
Revised Funding Profile - Improving water management infrastructure	-308	70	238	0	0

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments (continued)					
Revised Funding Profile - Increased Bus Driver Resources	-1	1	0	0	0
Revised Funding Profile - Integrated Bus and Light Rail Ticketing	0	-2,428	0	0	2,428
Revised Funding Profile - Intersection Upgrades	0	-6,299	6,299	0	0
Revised Funding Profile - John Gorton Drive and Molonglo River Bridge Crossing	0	-1,500	500	500	500
Revised Funding Profile - Keeping our growing city moving - Better infrastructure for active travel	-10,299	7,799	2,500	0	0
Revised Funding Profile - Keeping our growing city moving - Canberra Brickworks Precinct - environmental offsets	-890	590	270	30	0
Revised Funding Profile - Keeping our growing city moving - John Gorton Drive and Molonglo River Bridge Crossing - early design	-183	-201	384	0	0
Revised Funding Profile - Keeping our growing city moving - Monaro Highway upgrade	-145	145	0	0	0
Revised Funding Profile - Keeping our growing city moving - Safer intersections	-3,028	3,028	0	0	0
Revised Funding Profile - Light Rail Safety Initiatives	-459	459	0	0	0
Revised Funding Profile - Local shopping centre improvements	-927	927	0	0	0
Revised Funding Profile - Making our roads safer while keeping Canberra moving	-3,750	-250	4,000	0	0
Revised Funding Profile - Materials Recovery Facility Expansion	-1,312	-2,039	3,351	0	0
Revised Funding Profile - Molonglo 2 - Water Quality Control Ponds, Sewers and Cyclepath (Design)	-651	651	0	0	0
Revised Funding Profile - Molonglo Infrastructure Investment	-1	1	0	0	0
Revised Funding Profile - More active travel infrastructure for our schools and suburbs	974	-974	0	0	0
Revised Funding Profile - More carparks for Palmerston Shops and Cooleman Court	-297	297	0	0	0
Revised Funding Profile - More City Services depots for better service delivery	-81	81	0	0	0
Revised Funding Profile - More jobs for our growing city - Better town centres	-2,960	2,960	0	0	0
Revised Funding Profile - More services for our suburbs - Better facilities at Higgins Neighbourhood Oval	-3	3	0	0	0
Revised Funding Profile - More services for our suburbs - Better waste management	-778	778	0	0	0
Revised Funding Profile - More services for our suburbs - Boosting Anketell Street improvements	-214	214	0	0	0
Revised Funding Profile - More services for our suburbs - Bringing Woden Town Square to life	-693	693	0	0	0
Revised Funding Profile - More services for our suburbs - More trees	-35	35	0	0	0
Revised Funding Profile - More services for our suburbs - Parkwood estate rehabilitation	-4,460	960	1,750	1,750	0
Revised Funding Profile - More services for our suburbs - Southern Memorial Park Detailed Design	-804	804	0	0	0
Revised Funding Profile - More services for our suburbs - Sports Ground Restoration - Boomanulla Enclosed Oval	-8	8	0	0	0

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
2020-21 Budget Technical Adjustments (continued)					
Revised Funding Profile - More services for our suburbs - Stormwater infrastructure improvements	-2,243	2,243	0	0	0
Revised Funding Profile - More support for families and inclusion - Keeping Canberrans safe in public places	0	100	-100	0	0
Revised Funding Profile - Planning better roads for our growing city	-288	-642	930	0	0
Revised Funding Profile - Prior year base BIF of the agency	-3,051	3,051	0	0	0
Revised Funding Profile - Progressing Better Suburbs Initiatives	294	-294	0	0	0
Revised Funding Profile - Rapid rollout of 'screwdriver ready' minor capital works projects	2,140	-2,140	0	0	0
Revised Funding Profile - Road safety works	0	300	-300	0	0
Revised Funding Profile - Road Traffic Coordination Centre	-384	384	0	0	0
Revised Funding Profile - Safer Walking and Cycling Around Schools	-271	271	0	0	0
Revised Funding Profile - Sportsgrounds facilities improvement program	-4	4	0	0	0
Revised Funding Profile - Strengthening infrastructure supporting Canberra's new public transport network	409	-409	0	0	0
Revised Funding Profile - Supporting more Canberrans to Park and Ride	-559	559	0	0	0
Revised Funding Profile - Transport for Canberra - Real Time Passenger Information System	-1,205	-350	1,555	0	0
Revised Funding Profile - Upgrades to Woden Library	-418	418	0	0	0
Revised Funding Profile - William Hovell Drive, Athllon Drive and John Gorton Drive	0	-900	400	500	0
Revised Funding Profile - Woden Bus Depot Augmentation	-1,000	-14,000	5,000	10,000	0
Revised Indexation Parameters - BIF	0	0	0	0	651
Savings - Base BIF of the agency	0	0	-1,435	0	0
Savings - Better Intersections - Delivering our Election Commitments	0	-4,500	-2,000	0	0
Savings - Keeping our growing city moving - Safer intersections	0	-3,500	0	0	0
Savings - Making our roads safer while keeping Canberra moving	0	-6,000	0	0	0
Savings - Undrawn Funds	-68	0	0	0	0
Section 16 Transfer - Light Rail Stage 2 - to MPC	-48,309	-4,250	0	0	0
Transfer - Light Rail Stage 1 - TCO	0	0	0	1,104	2,785
Transfer from Controlled Recurrent Payments - Light Rail - Stage 1 - PPP Service Payments	0	408	0	0	0
2020-21 Budget¹	157,234	227,437	343,395	255,697	151,117

Note:

¹ The above table reflects equity-based accounts from the Government's Budget Management System, not the cash-based accounts that are used to compile the Whole of Government Capital Works Program summary.

Summary of 2020-21 Infrastructure Program

Table 18: 2020-21 Transport Canberra and City Services Directorate Infrastructure Program

Project	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Four Year Investment \$'000	Physical Completion Date
CAPITAL WORKS PROGRAM						
Works In Progress						
Better buses to support the new bus network	1,097	18,713	17,700	0	37,510	Jun-23
Better connecting Belconnen and Gungahlin	3,533	20,000	20,000	0	43,533	Jun-23
Better Customer Service — Improving Online Platforms	1,860	1,795	1,136	0	4,791	Jun-23
Better Government — Improving customer services delivery	7	0	0	0	7	Jun-21
Better Intersections — Delivering our Election Commitments	1,936	3,364	1,450	50	6,800	Jun-24
Better public transport infrastructure for Canberra	1,679	0	0	0	1,679	Jun-21
Better Roads for Belconnen — Aikman Drive duplication	211	0	0	0	211	Jun-21
Better Roads for Gungahlin — Gundaroo Drive duplication — Stage 1	266	0	0	0	266	Jun-21
Better Roads for Gungahlin — Gungahlin town centre road network improvements	24	0	0	0	24	Jun-21
Better Roads for Gungahlin — Horse Park Drive duplication (Mulligans Flat Road to the Federal Highway)	692	0	0	0	692	Jun-21
Better Services — Improved asset management	643	0	0	0	643	Jun-21
Better Services — Improving libraries — self service check out and improved access	302	0	0	0	302	Jun-21
Better services in your community — Essential Waste Management Infrastructure	1,427	0	0	0	1,427	Jun-21
Better services in your community — Integrated bus and light rail ticketing	108	0	0	0	108	Jun-21
Building a better city — Canberra Brickworks— Access road and Dudley Street upgrade 2	4,495	3,497	500	0	8,492	Jun-23
Building a better city — Gundaroo Drive duplication — Stage 2	4,985	0	0	0	4,985	Jun-21
Building a better city — Improving Tharwa Village fire fighting water supply	926	0	0	0	926	Jun-21
Building a better city — Monaro Highway upgrade early planning	193	0	0	0	193	Jun-21
Building a better city — New Bus Depot at Woden	2,000	5,000	5,000	5,398	17,398	Jun-25
Building a better city — Pialligo Avenue duplication early planning	285	275	0	0	560	Jun-22

Project	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Four Year Investment \$'000	Physical Completion Date
Building a better city — Rehabilitating landfill sites	2,625	21,753	0	0	24,378	Jun-22
Building a better city — Upgrading stormwater infrastructure on Flemington Road	-165	0	0	0	-165	Jun-20
Business system upgrade	274	0	0	0	274	Jun-21
Caring for our Environment – Lake Tuggeranong Water Quality Improvement – Stage 2 (Isabella Weir)	268	0	0	0	268	Jun-21
Civic to Gungahlin Corridor Improvements	90	0	0	0	90	Jun-21
Commonwealth Grant — Black Spot Projects	3,302	2,244	1,693	1,847	9,086	Jun-24
Commonwealth Grant — Bridges Renewal Programme	889	1,852	1,559	1,530	5,830	Jun-24
Commonwealth Grant — Heavy Vehicle Safety and Productivity	425	582	1,187	1,164	3,358	Jun-24
Commonwealth Grant — Investment — Road Component — Capital	20,599	65,000	50,000	15,000	150,599	Jun-24
Commonwealth Grant — Roads to Recovery	11,494	8,288	8,288	7,331	35,401	Jun-24
Delivering a smart technology ticketing system for Canberra's integrated public transport system	0	500	NFP	NFP	NFP	Jun-24
Enhancement of library collections	2,517	2,063	2,063	2,063	8,706	ongoing
Feasibility studies — duplication of Tharwa Drive and extension of Nudurr Drive	400	0	0	0	400	Jun-21
Future Bus Network	1,860	3,000	0	0	4,860	Jun-22
Green Waste Rollout	3,137	0	0	0	3,137	Jun-21
Growing investment in services for our suburbs	741	0	0	0	741	Jun-21
Improving Our Suburbs – New Molonglo Valley Infrastructure	1,072	700	0	0	1,772	Jun-22
Improving stormwater networks	5,508	6,710	4,000	0	16,218	Jun-23
Improving water management infrastructure	70	238	0	0	308	Jun-22
Increased Bus Driver Resources	1	0	0	0	1	Jun-20
Keeping our growing city moving — Better infrastructure for active travel	10,799	4,500	0	0	15,299	Jun-22
Keeping our growing city moving — Canberra Brickworks Precinct — environmental offsets	590	270	30	0	890	Jun-23
Keeping our growing city moving — John Gorton Drive and Molonglo River Bridge Crossing – early design	450	384	0	0	834	Jun-22
Keeping our growing city moving — Monaro Highway upgrade	145	0	0	0	145	Jun-21
Keeping our growing city moving — Safer intersections	528	0	0	0	528	Jun-21
Light Rail Safety Initiatives	459	0	0	0	459	Jun-21

Project	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Four Year Investment \$'000	Physical Completion Date
Look and Feel of the City	6,951	0	0	0	6,951	Jun-21
Making our roads safer while keeping Canberra moving	614	2,000	0	0	2,614	Jun-22
Making our roads safer while keeping Canberra moving	5,736	14,575	0	0	20,311	Jun-22
Materials Recovery Facility Expansion	2,615	3,351	0	0	5,966	Jun-22
Molonglo Infrastructure Investment	1	0	0	0	1	Jun-20
More active travel infrastructure for our schools and suburbs	720	0	0	0	720	Jun-21
More carparks for Palmerston Shops and Cooleman Court	297	0	0	0	297	Jun-21
More City Services depots for better service delivery	301	0	0	0	301	Jun-21
More jobs for our growing city — Better town centres	2,960	0	0	0	2,960	Jun-21
More services for our suburbs – Better facilities at Higgins Neighbourhood Oval	3	0	0	0	3	Jun-21
More services for our suburbs — Better waste management	1,198	0	0	0	1,198	Jun-21
More services for our suburbs – Boosting Anketell Street improvements	214	0	0	0	214	Jun-21
More services for our suburbs – Bringing Woden Town Square to life	693	0	0	0	693	Jun-21
More services for our suburbs — More trees	63	0	0	0	63	Jun-21
More services for our suburbs — Parkwood estate rehabilitation	960	1,750	1,750	0	4,460	Jun-23
More services for our suburbs – Southern Memorial Park Detailed Design	804	0	0	0	804	Jun-21
More services for our suburbs – Sports Ground Restoration – Boomanulla Enclosed Oval	8	0	0	0	8	Jun-21
More services for our suburbs — Stormwater infrastructure improvements	2,243	0	0	0	2,243	Jun-21
More support for families and inclusion — Keeping Canberrans safe in public places	300	0	0	0	300	Jun-21
Planning better roads for our growing city	1,558	930	0	0	2,488	Jun-22
Progressing Better Suburbs Initiatives	27	136	139	0	302	Jun-23
Strengthening infrastructure supporting Canberra's new public transport network	1,591	3,100	0	0	4,691	Jun-22
Supporting more Canberrans to Park and Ride	2,434	0	0	0	2,434	Jun-21
Transport for Canberra — Real Time Passenger Information System	0	1,555	0	0	1,555	Jun-22
Woden Bus Depot Augmentation	0	7,000	10,000	0	17,000	Jun-25
Total Works In Progress	127,038	205,125	145,418	52,906	530,487	

Project	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Four Year Investment \$'000	Physical Completion Date
CAPITAL WORKS PROGRAM						
New Works						
ACT Contribution — Bridge Renewal Programme	4,618	0	0	0	4,618	Jun-21
ACT Contribution — Heavy Vehicle Safety and Productivity	1,883	0	0	0	1,883	Jun-21
Athllon Drive Duplication	1,600	3,120	500	0	5,220	Jun-22
Commonwealth Grant — Local Roads and Community Infrastructure Program	6,915	2,660	0	0	9,575	Jun-22
Ensuring uninterrupted power supply to traffic lights	125	125	125	75	450	Jun-24
Ensuring uninterrupted power supply to traffic lights (Commonwealth Contribution)	125	125	125	75	450	Jun-24
Intersection Upgrades — Belconnen Way interection with Springvale Drive (ACT Contribution)	250	500	0	0	750	Jun-22
Intersection Upgrades — Belconnen Way intersection with Springvale Drive (Commonwealth Contribution)	750	0	0	0	750	Jun-22
Intersection Upgrades — Launceston Street intersection with Irving Street (ACT Contribution)	250	500	0	0	750	Jun-22
Intersection Upgrades — Launceston Street intersection with Irving Street (Commonwealth Contribution)	750	0	0	0	750	Jun-22
Intersection Upgrades — Kuringa Drive intersection with Owen Dixon (ACT Contribution)	1,415	2,335	0	0	3,750	Jun-22
Intersection Upgrades — Kuringa Drive intersection with Owen Dixon (Commonwealth Contribution)	1,750	0	0	0	1,750	Jun-22
Intersection Upgrades — Southern Cross Drive intersection with Starke Street (ACT Contribution)	0	1,750	0	0	1,750	Jun-22
Intersection Upgrades — Southern Cross Drive intersection with Starke Street (Commonwealth Contribution)	1,750	0	0	0	1,750	Jun-22
John Gorton Drive and Molonglo River Bridge Crossing (ACT Contribution)	2,000	30,500	30,500	25,700	88,700	Jun-25
John Gorton Drive and Molonglo River Bridge Crossing (Commonwealth Contribution)	1,500	30,000	30,000	26,000	87,500	Jun-25
Northbourne Avenue Pavement (ACT Contribution)	2,000	3,000	0	0	5,000	Jun-22
Northbourne Avenue Pavement (Commonwealth Contribution)	5,000	0	0	0	5,000	Jun-22
Planning and design for a zero emissions bus network	500	300	0	0	800	Jun-22
Rapid rollout of 'screwdriver ready' minor capital works projects	7,830	0	0	0	7,830	Jun-21
Road safety improvements (ACT Contribution)	3,000	3,000	0	0	6,000	Jun-22

Project	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Four Year Investment \$'000	Physical Completion Date
Road safety improvements (Commonwealth Contribution)	3,000	3,000	0	0	6,000	Jun-22
Road Safety Works (ACT Contribution)	1,900	700	0	0	2,600	Jun-22
Road Safety Works (Commonwealth Contribution)	1,600	0	0	0	1,600	Jun-22
Schools for our growing city — Kenny High School	1,000	5,000	5,000	0	11,000	Jun-23
Upgrading an intersection on Owen Dixon Drive	2,000	8,000	0	0	10,000	Jun-22
Upgrading the ACT Materials Recovery Facility (ACT contribution)	1,900	4,800	3,000	3,000	12,700	Jun-24
Upgrading the ACT Materials Recovery Facility (Commonwealth contribution)	500	4,000	3,000	3,000	10,500	Jun-24
Total New Capital Works	55,911	103,415	72,250	57,850	289,426	

Project	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	Four Year Investment \$'000	Physical Completion Date
CAPITAL WORKS PROGRAM						
Better Infrastructure Fund						
Base BIF of the agency	17,698	19,363	22,955	26,019	86,035	ongoing
Better public transport infrastructure for Canberra	1,950	0	0	0	1,950	Jun-21
Accessible Bus Stops	1,565	1,565	1,565	0	4,695	Jun-23
Feasibility Study — additional bus depots	350	0	0	0	350	Jun-21
Replacement/additional heavy vehicle recovery truck	750	0	0	0	750	Jun-21
Building a better city — Active Travel — Footpath and cycleway upgrades	750	0	0	0	750	Jun-21
Reducing reliance on potable water to irrigate grass	410	970	950	0	2,330	Jun-23
Road Median Improvement	407	465	573	675	2,120	Jun-24
Safer Dams & Weirs Improvement Program	908	1,610	0	0	2,518	Jun-22
Total Better Infrastructure Fund	24,788	23,973	26,043	26,694	101,498	
Works In Progress Better Infrastructure Fund						
Prior year base BIF of the agency	3,051	0	0	0	3,051	Jun-21
Building a better city — Active Travel — Footpath and cycleway upgrades	596	0	0	0	596	Jun-21
Disability Discrimination Act compliant bus stops	342	0	0	0	342	Jun-21
Dog park improvement program	42	0	0	0	42	Jun-21
Local shopping centre improvements	927	0	0	0	927	Jun-21
Play space upgrades	1,863	0	0	0	1,863	Jun-21
Road Traffic Coordination Centre	384	0	0	0	384	Jun-21
Safer Walking and Cycling Around Schools	271	0	0	0	271	Jun-21
Sportsgrounds facilities improvement program	4	0	0	0	4	Jun-21
Upgrades to Woden Library	418	0	0	0	418	Jun-21
Total Works In Progress Better Infrastructure Fund	7,898	0	0	0	7,898	
TOTAL INFRASTRUCTURE INVESTMENT PROGRAM¹	215,635	332,513	243,711	137,450	929,309	

Note:

¹ The above table reflects equity-based accounts from the Government's Budget Management System, not the cash-based accounts that are used to compile the Whole of Government Capital Works Program summary.

Financial Statements

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

2019-20 Budget		2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	Var %	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
Income							
Revenue							
406,466	Controlled Recurrent Payments	412,082	471,136	14	456,898	460,907	463,808
8,974	Taxes, Licences, Fees and Fines	9,145	6,988	-24	7,166	7,399	7,639
0	Sale of Goods and Services from Contracts with Customers	28,178	26,984	-4	27,569	28,134	28,787
25,121	User Charges	0	0	0	0	0	0
0	Grants and Contributions	88,601	135,759	53	156,649	126,189	117,353
3,031	Resources Received Free of Charge	0	0	-	0	0	0
15,905	Other Revenue	7,679	12,433	62	13,772	2,238	2,016
459,497	Total Revenue	545,685	653,300	20	662,054	624,867	619,603
Gains							
88,585	Other Gains	323	0	-100	0	0	0
88,585	Total Gains	323	0	-100	0	0	0
548,082	Total Income	546,008	653,300	20	662,054	624,867	619,603
Expenses							
80,330	Employee Expenses	89,514	91,600	2	85,592	86,783	87,401
15,096	Superannuation Expenses	12,761	15,859	24	15,353	15,591	15,775
185,467	Supplies and Services	171,754	207,970	21	212,176	201,082	201,043
185,667	Depreciation and Amortisation	187,274	196,853	5	202,533	200,998	203,703
172,428	Grants and Purchased Services	180,212	199,845	11	190,225	193,342	196,425
1,164	Cost of Goods Sold	910	1,189	31	1,227	1,227	1,227
455	Borrowing Costs	298	455	53	455	455	455
475	Other Expenses	15,605	428	-97	429	434	437
641,082	Total Expenses	658,328	714,199	8	707,990	699,912	706,466
-93,000	Operating Result	-112,320	-60,899	46	-45,936	-75,045	-86,863

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

2019-20 Budget	2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	
Other Comprehensive Income							
<i>Items that will not be Reclassified Subsequently to Profit or Loss</i>							
-6,195	Increase/(Decrease) in Asset Revaluation Surplus	51,214	20,328	-60	-95,377	-66,583	-14,131
-6,195	Total Other Comprehensive Income	51,214	20,328	-60	-95,377	-66,583	-14,131
-99,195	Total Comprehensive Income	-61,106	-40,571	34	-141,313	-141,628	-100,994

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

Budget at 30/6/20 \$'000		2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
Current Assets							
23,882	Cash and Cash Equivalents	17,316	24,317	40	21,287	18,030	14,676
7,717	Receivables	12,366	12,864	4	12,886	12,908	12,930
1,958	Inventories	1,443	1,479	2	1,515	1,551	1,587
369	Other Assets	845	379	-55	389	399	409
33,926	Total Current Assets	31,970	39,039	22	36,077	32,888	29,602
Non Current Assets							
9,932,321	Property, Plant and Equipment	10,181,173	10,399,620	2	10,410,518	10,408,549	10,467,010
7,631	Intangible Assets	1,538	4,958	222	3,651	8,482	6,230
190,413	Capital Works in Progress	159,211	79,716	-50	218,746	267,928	227,025
935	Other Assets	0	0	-	0	0	0
10,131,300	Total Non Current Assets	10,341,922	10,484,294	1	10,632,915	10,684,959	10,700,265
10,165,226	TOTAL ASSETS	10,373,892	10,523,333	1	10,668,992	10,717,847	10,729,867
Current Liabilities							
34,589	Payables	27,216	28,104	3	28,992	29,880	30,768
35	Interest-Bearing Liabilities	123	123	-	123	123	123
2,506	Lease Liabilities	5,804	5,804	-	5,804	5,804	5,804
28,678	Employee Benefits	30,993	32,801	6	35,017	37,328	39,826
8,124	Other Provisions	20,029	9,000	-55	1,000	0	0
2,694	Other Liabilities	0	0	-	0	0	0
0	Contract Liabilities	2,341	2,377	2	2,413	2,449	2,485
76,626	Total Current Liabilities	86,506	78,209	-10	73,349	75,584	79,006
Non Current Liabilities							
235	Interest-Bearing Liabilities	375	345	-8	315	285	255
3,212	Lease Liabilities	8,459	8,459	-	8,459	8,459	8,459
1,699	Employee Benefits	1,906	2,048	7	2,202	2,356	2,510
17,836	Other Provisions	10,000	1,000	-90	0	0	0
750	Other Liabilities	16,282	12,798	-21	9,059	5,093	1,030
23,732	Non-Current Liabilities	37,022	24,650	-33	20,035	16,193	12,254
100,358	TOTAL LIABILITIES	123,528	102,859	-17	93,384	91,777	91,260
10,064,868	NET ASSETS	10,250,364	10,420,474	2	10,575,608	10,626,070	10,638,607
REPRESENTED BY FUNDS EMPLOYED							
6,120,884	Accumulated Funds	5,875,675	6,025,457	3	6,275,968	6,393,013	6,419,681
3,943,984	Asset Revaluation Surplus	4,374,689	4,395,017	..	4,299,640	4,233,057	4,218,926
10,064,868	TOTAL FUNDS EMPLOYED	10,250,364	10,420,474	2	10,575,608	10,626,070	10,638,607

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

Budget at 30/6/20 \$'000		2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
	Opening Equity						
6,465,950	Opening Accumulated Funds	6,267,494	5,875,675	-6	6,025,457	6,275,968	6,393,013
3,950,179	Opening Asset Revaluation Reserve	4,323,475	4,374,689	1	4,395,017	4,299,640	4,233,057
10,416,129	Balance at the Start of the Reporting Period	10,590,969	10,250,364	-3	10,420,474	10,575,608	10,626,070
	Comprehensive Income						
-93,000	Operating Result - Including Economic Flows	-112,320	-60,899	46	-45,936	-75,045	-86,863
-6,195	Inc/Dec in Asset Revaluation Reserve Surpluses	51,214	20,328	-60	-95,377	-66,583	-14,131
-99,195	Total Comprehensive Income	-61,106	-40,571	34	-141,313	-141,628	-100,994
0	Total Movement in Reserves	0	0	-	0	0	0
	Transactions Involving Owners Affecting Accumulated Funds						
190,021	Capital Injections	124,335	210,560	69	296,445	192,088	113,529
-442,087	Inc/Dec in Net Assets due to Admin Restructure	-403,834	121	100	2	2	2
-252,066	Total Transactions Involving Owners Affecting Accumulated Funds	-279,499	210,681	175	296,447	192,090	113,531
	Closing Equity						
6,120,884	Closing Accumulated Funds	5,875,675	6,025,457	3	6,275,968	6,393,013	6,419,681
3,943,984	Closing Asset Revaluation Reserve	4,374,689	4,395,017	..	4,299,640	4,233,057	4,218,926
10,064,868	Balance at the end of the Reporting Period	10,250,364	10,420,474	2	10,575,608	10,626,070	10,638,607

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

2019-20 Budget		2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	Var %	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
234,690	Controlled Recurrent Payments	231,421	271,887	17	267,273	268,179	268,013
171,776	Payment for Community Service Obligations	180,661	199,249	10	189,625	192,728	195,795
9,295	Taxes, Licences, Fees and Fines	8,799	7,309	-17	7,487	7,720	7,960
0	Sale of Goods and Services from Contracts with Customers	32,967	38,588	17	40,488	29,519	29,950
24,671	User Charges	0	0	0	0	0	0
40,274	Other	36,508	24,780	-32	24,804	24,804	24,804
480,706	Operating Receipts	490,356	541,813	10	529,677	522,950	526,522
Payments							
78,532	Employee	83,093	90,008	8	83,699	84,795	85,345
15,092	Superannuation	12,644	15,855	25	15,349	15,587	15,771
182,660	Supplies and Services	170,345	207,353	22	211,725	200,774	200,626
172,428	Grants and Purchased Services	180,180	199,845	11	190,225	193,342	196,425
455	Interest Expenses	55	216	293	216	216	216
1,315	Related to Cost of Goods Sold	910	1,340	47	1,378	1,378	1,378
24,133	Other	36,079	23,858	-34	23,858	23,858	23,858
474,615	Operating Payments	483,306	538,475	11	526,450	519,950	523,619
6,091	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	7,050	3,338	-53	3,227	3,000	2,903
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
0	Proceeds from Sale of Property, Plant and Equipment	456	0	-100	0	0	0
0	Investing Receipts	456	0	-100	0	0	0
Payments							
191,318	Purchase of Property, Plant and Equipment	126,699	200,815	58	297,742	193,385	114,826
0	Purchase of Land and Intangibles	46	1,122	#	0	0	0
85,537	Capital Payments to ACT Government Agencies	32,899	16,877	-49	46,950	63,609	37,588
276,855	Investing Payments	159,644	218,814	37	344,692	256,994	152,414
-276,855	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-159,188	-218,814	-37	-344,692	-256,994	-152,414

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

2019-20 Budget	2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000
CASH FLOWS FROM FINANCING ACTIVITIES						
Receipts						
275,558						
	157,234	227,437	45	343,395	255,697	151,117
0	217	0	-100	0	0	0
275,558	157,451	227,437	44	343,395	255,697	151,117
Payments						
30	71	30	-58	30	30	30
4,355	5,803	4,930	-15	4,930	4,930	4,930
0	7,448	0	-100	0	0	0
4,385	13,322	4,960	-63	4,960	4,960	4,960
271,173	144,129	222,477	54	338,435	250,737	146,157
NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES						
409	-8,009	7,001	187	-3,030	-3,257	-3,354
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS						
23,473	25,325	17,316	-32	24,317	21,287	18,030
CASH AT THE BEGINNING OF REPORTING PERIOD						
23,882	17,316	24,317	40	21,287	18,030	14,676
CASH AT THE END OF REPORTING PERIOD						

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- controlled recurrent payments:
 - the increase of \$59.054 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiative funding and administrative transfers of road safety policy function from Justice and Community Safety Directorate and parking policy function from Environment, Planning and Sustainable Development Directorate. This is partly offset by various savings.
- taxes, licences, fees and fines:
 - the decrease of \$2.157 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to increased revenue from licences and fees received in 2019-20 financial year.
- grants and contributions revenue:
 - the increase of \$47.158 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to the transfer of Healthy Waterways assets from Environment, Planning and Sustainable Development Directorate.
- other revenue:
 - the increase of \$4.754 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to revenue from Jobs for Canberrans initiative.
- superannuation expenses:
 - the increase of \$3.098 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to: new initiatives including Jobs for Canberrans; administrative transfer of road safety policy function from Justice and Community Safety Directorate and parking policy function from Environment, Planning and Sustainable Development Directorate; and below budget outcome in 2019-20.
- supplies and services:
 - the increase of \$36.216 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiatives including various stimulus packages and Jobs for Canberrans.
- grants and purchased services:
 - the increase of \$19.633 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiatives in the 2019-20 budget review and 2020-21 budget including supplementation for the loss of fare revenue during COVID-19 pandemic, light rail additional services and continuation of flexible bus service.

- other expenses:
 - the decrease of \$15.177 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to the write down of assets including debts, non-current assets and works in progress that did not meet the asset recognition in 2019-20. These items are not budgeted for.

Balance Sheet

- cash and cash equivalents:
 - the increase of \$7.001 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to an upward revision of budgeted cash and cash equivalents to reflect recent actual experience.
- intangible assets:
 - the increase of \$3.420 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to planned completion of intangible asset initiatives.
- capital works in progress:
 - the decrease of \$79.495 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to re-profiling of capital works projects, capitalisation of assets and a downward revision of budgeted capital works in progress to reflect recent actual experience partially offset by new initiatives.
- current and non-current other provisions:
 - the decrease in other provisions of \$20.029 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to planned restoration works at Mugga Lane and West Belconnen landfill sites.
- other non-current liabilities:
 - the decrease of \$3.484 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to repayment of a liability associated with the energy performance contract.

Statement of Changes in Equity

- capital injections:
 - the increase of \$86.225 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to new initiatives and re-profiling of existing capital initiatives.
- increase / decrease in net assets due to admin restructure:
 - the increase of \$403.955 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to the administrative transfer of Light Rail operations from the Directorate to Transport Canberra Operations reporting entity in 2019-20.

Cash Flow Statement

Variations in the Statement are explained in the notes above.

Financial Statements – Territorial

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

2019-20 Budget		2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	Var %	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
	Revenue						
19,620	Taxes, Licences, Fees and Fines	454	14	-97	14	14	13
0	Sale of Goods and Services from Contracts with Customers	16,796	25,530	52	34,145	36,496	35,680
19,620	Total Revenue	17,250	25,544	48	34,159	36,510	35,693
19,620	Total Income	17,250	25,544	48	34,159	36,510	35,693
	Expenses						
19,620	Transfer Expenses	17,250	25,544	48	34,159	36,510	35,693
19,620	Total Expenses	17,250	25,544	48	34,159	36,510	35,693
0	Operating Result	0	0	-	0	0	0
0	Total Comprehensive Income	0	0	-	0	0	0

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

Budget at 30/6/20 \$'000		2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
Current Assets							
3	Cash and Cash Equivalents	6	6	-	6	6	6
2,432	Receivables	1,627	1,627	-	1,627	1,627	1,627
2,435	Total Current Assets	1,633	1,633	-	1,633	1,633	1,633
2,435	TOTAL ASSETS	1,633	1,633	-	1,633	1,633	1,633
Current Liabilities							
2,435	Payables	1,633	1,633	-	1,633	1,633	1,633
2,435	Total Current Liabilities	1,633	1,633	-	1,633	1,633	1,633
2,435	TOTAL LIABILITIES	1,633	1,633	-	1,633	1,633	1,633
0	NET ASSETS	0	0	-	0	0	0
REPRESENTED BY FUNDS EMPLOYED							
0	Accumulated Funds	0	0	-	0	0	0
0	TOTAL FUNDS EMPLOYED	0	0	-	0	0	0

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

Budget at 30/6/20 \$'000	2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
Opening Equity						
0	0	0	-	0	0	0
Balance at the Start of the Reporting Period						
Comprehensive Income						
0	0	0	-	0	0	0
Total Comprehensive Income						
0	0	0	-	0	0	0
Total Movement in Reserves						
Transactions Involving Owners Affecting Accumulated Funds						
0	0	0	-	0	0	0
Total Transactions Involving Owners Affecting Accumulated Funds						
Closing Equity						
0	0	0	-	0	0	0
Balance at the end of the Reporting Period						

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

2019-20 Budget		2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	Var %	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
19,620	Taxes, Licences, Fees and Fines	454	14	-97	14	14	13
0	Sale of Goods and Services from Contracts with Customers	17,659	25,530	45	34,145	36,496	35,680
2,023	Other	2,050	2,023	-1	2,023	2,023	2,023
21,643	Operating Receipts	20,163	27,567	37	36,182	38,533	37,716
Payments							
19,620	Transfer of Territory Receipts to the ACT Government	18,150	25,544	41	34,159	36,510	35,693
2,023	Other	2,011	2,023	1	2,023	2,023	2,023
21,643	Operating Payments	20,161	27,567	37	36,182	38,533	37,716
0	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	2	0	-100	0	0	0
0	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	0	0	-	0	0	0
0	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	0	0	-	0	0	0
0	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	2	0	-100	0	0	0
3	CASH AT THE BEGINNING OF REPORTING PERIOD	0	6	#	6	6	6
3	CASH AT THE END OF REPORTING PERIOD	6	6	-	6	6	6

Notes to the Territorial Budget Statements

Significant variations are as follows:

Operating Statement

- taxes, licences, fees and fines:
 - the increase of \$8.294 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to increased waste levy revenue and revenue from the rollout of 5G combined with reduced revenue in 2019-20 due to COVID-19 pandemic.

Table 27: Output Class 1: Transport Canberra Operating Statement

2019-20 Budget		2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	Var %	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
Revenue							
193,298	Controlled Recurrent Payments	191,142	214,273	12	205,562	208,423	211,357
60	Taxes, Licences, Fees and Fines	0	0		0	0	0
0	Sale of Goods and Services from Contracts with Customers	295	0	-100	0	0	0
140	User Charges	0	0	-	0	0	0
0	Grants and Contributions	925	579	-37	594	602	612
459	Resources Received Free of Charge	0	0	-	0	0	0
0	Other Revenue	210	242	15	0	0	0
193,957	Total Revenue	192,572	215,094	12	206,156	209,025	211,969
193,957	Total Income	192,572	215,094	12	206,156	209,025	211,969
Expenses							
12,454	Employee Expenses	6,744	7,178	6	7,319	7,345	7,442
2,253	Superannuation Expenses	1,017	1,613	59	1,438	1,435	1,456
9,007	Supplies and Services	4,820	8,196	70	8,823	8,628	8,281
3,757	Depreciation and Amortisation	0	43	#	107	105	346
171,737	Grants and Purchased Services	179,445	198,936	11	189,304	192,407	195,474
0	Other Expenses	20	0	-100	0	0	0
199,208	Total Ordinary Expenses	192,046	215,966	12	206,991	209,920	212,999
-5,251	Operating Result	526	-872	-266	-835	-895	-1,030

Table 28: Output Class 2: City Services Operating Statement

2019-20 Budget		2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Revenue							
213,168	Controlled Recurrent Payments	220,940	256,863	16	251,336	252,484	252,451
8,914	Taxes, Licences, Fees and Fines	9,145	6,988	-24	7,166	7,399	7,639
0	Sale of Goods and Services from Contracts with Customers	27,883	26,984	-3	27,569	28,134	28,787
24,981	User Charges	0	0	-	0	0	0
0	Grants and Contributions	87,676	135,180	54	156,055	125,587	116,741
2,572	Resources Received Free of Charge	0	0	-	0	0	0
15,905	Other Revenue	7,469	12,191	63	13,772	2,238	2,016
265,540	Total Revenue	353,113	438,206	24	455,898	415,842	407,634
Gains							
88,585	Other Gains	323	0	-100	0	0	0
88,585	Total Gains	323	0	-100	0	0	0
354,125	Total Income	353,436	438,206	24	455,898	415,842	407,634
Expenses							
67,876	Employee Expenses	82,770	84,422	2	78,273	79,438	79,959
12,843	Superannuation Expenses	11,744	14,246	21	13,915	14,156	14,319
176,459	Supplies and Services	166,934	199,774	20	203,353	192,454	192,762
181,910	Depreciation and Amortisation	187,274	196,810	5	202,426	200,893	203,357
691	Grants and Purchased Services	767	909	19	921	935	951
1,164	Cost of Goods Sold	910	1,189	31	1,227	1,227	1,227
455	Borrowing Costs	298	455	53	455	455	455
475	Other Expenses	15,585	428	-97	429	434	437
441,873	Total Ordinary Expenses	466,282	498,233	7	500,999	489,992	493,467
-87,748	Operating Result	-112,846	-60,027	47	-45,101	-74,150	-85,833

TRANSPORT CANBERRA OPERATIONS

Purpose

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

2020-21 Priorities

Strategic and operational priorities to be pursued in 2020-21 include:

- Commence the building of a new Woden Bus Depot to enable Transport Canberra Operations to manage the growth of the fleet;
- Complete work on the Zero Emission Transition Plan to provide a pathway to a zero-emissions bus fleet by 2040 with no new diesel buses being purchased;
- Continue to implement the Bus Fleet Replacement Strategy by replacing aging vehicles with the procurement of new buses aligned to the Zero Emissions Transition Plan;
- Undertake Year 2 of Light Rail Network Investigations 2019-2021 that will examine the objectives and opportunities for future corridors, in line with Light rail underpinning a modern public transport system as it connects major population areas, employment centre, social and cultural hubs across Canberra;
- Progress procurement of new integrated public transport ticketing system; and
- Commence implementation of the ACT Transport Strategy.

Estimated Employment Level

Table 29: Estimated Employment Level

	2018-19 Actual Outcome	2019-20 Budget	2019-20 Actual Outcome	2020-21 Budget
Staffing (FTE)	924	928	929	978 ¹

Note:

- ¹ The variance between the 2019-20 Budget and the 2020-21 Budget is due to prior year initiative impacts 46 FTEs, new initiatives 8 FTEs, transfer in of staff from Transport Canberra and City Services Directorate 4 FTEs, offset by ceasing initiatives 8 FTEs.

Output Class

Output Class 1: Transport Canberra Operations

Output 1.1: Transport Canberra Operations

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

Table 30: Output 1.1: Transport Canberra Operations

	2019-20 Audited Outcome \$'000	2020-21 Budget \$'000
Total Cost¹	248,249	260,307
Service Payments	179,445	198,936

Note:

- ¹ Total cost includes depreciation and amortisation of \$32.027 million in 2019-20 and \$33.248 million in 2020-21.

Accountability Indicators

The half yearly performance report (31 December 2020) pursuant to section 30E of the *Financial Management Act 1996* is presented in combination with these budget statements. Contextual information on each output class can be found in the 'Output Classes' section of this budget statement.

Information on the 2019-20 Targets and outcome can be found in the Annual Report on pages 303 to 304.

Output Class 1: Transport Canberra Operations

Output 1.1: Transport Canberra Operations

Table 31: Accountability Indicators Output 1.1

	2020-21 Targets	2020-21 YTD Targets	2020-21 YTD Result	Variance (%)
Light Rail				
a) Light rail passenger service availability ¹	99.5%	99.5%	99.9%	0
b) Customer satisfaction with light rail services as assessed by passenger survey ²	85%	n/a	n/a	n/a
Public Transport Passenger Boardings				
c) Public transport passenger boardings ³	19.9 million	9.9 million	6.9 million	(30)
Bus Operations				
d) Customer satisfaction with bus operation services as assessed by passenger survey ²	85%	n/a	n/a	n/a
e) Percentage of in service fleet fully compliant with standards under the <i>Disability Discrimination Act 1992</i> ⁴	86%	86%	92%	7
f) Percentage of in service fleet Euro 5 or better emission standard compliant ⁵	67%	67%	72%	7
g) Service reliability – percentage of all scheduled services which operated to completion	99.5%	99.5%	99.2%	(0)
h) Percentage of services operating on scheduled time ⁶	75%	75%	77%	3
i) Total network operating cost per network kilometre ⁷	\$5.88	\$5.88	\$5.87	(0)
Total Cost (\$'000)	260,307	130,154	128,814	(1)
Service payments from Transport Canberra and City Services Directorate (\$'000)	198,936	99,468	108,034	9

Notes:

1. Availability of light rail for passenger services is measured by comparing the number of scheduled services against the number of services that were delivered.
2. 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 the Directorate's core service delivery responsibilities including library services, infrastructure services (including roads, community paths, traffic lights, and street signs), waste collection, parks and open spaces, and public transport. Minimum sample size for this survey is 1,000. The survey will be conducted in May 2021 and the results of the survey will be included for June reporting.
3. This indicator measures the patronage number for buses and light rail.
4. The *Disability Discrimination Act 1992* (DDA) details the accessibility specifications of a bus required to achieve compliance. The Act requires full compliance by 2022.
5. Euro emission standards define the acceptable limits for exhaust emissions of vehicles.

6. Operating on scheduled time describes a bus service that departs a stop that is a designated timing point between one minute earlier and four minutes later than the scheduled time. GPS technology attached to the MyWay system is used to measure this indicator. Only scheduled services that operated successfully are measured.
7. Network operating costs per kilometre measure the cost and kilometres directly attributable to the operation of Transport Canberra Operations' bus network route.

Variances between YTD Targets and YTD Result:

- c. The variance is mainly due to fewer passenger using public transport during COVID-19 pandemic.

Financial Statements

Table 32: Transport Canberra Operations: Operating Statement

2019-20 Budget	2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000
Income						
Revenue						
0	23,443	18,406	-21	28,652	29,301	29,917
Sale of Goods and Services from Contracts with Customers						
208,342	0	0	0	0	0	0
User Charges						
0	188,535	205,328	9	199,841	203,139	206,427
Grants and Contributions						
1,206	0	0	0	0	0	0
Resources Received Free of Charge						
1,650	2,285	1,303	-43	767	767	767
Other Revenue						
211,198	214,263	225,037	5	229,260	233,207	237,111
Total Revenue						
Gains						
0	41	0	-100	0	0	0
Other Gains						
0	41	0	-100	0	0	0
Total Gains						
211,198	214,304	225,037	5	229,260	233,207	237,111
Total Income						
Expenses						
102,255	109,755	112,428	2	114,812	116,565	118,616
Employee Expenses						
13,313	13,184	15,152	15	15,296	15,337	15,358
Superannuation Expenses						
76,634	71,811	80,258	12	81,575	84,975	87,987
Supplies and Services						
31,092	32,027	33,248	4	34,750	36,521	34,836
Depreciation and Amortisation						
0	12	0	-100	0	0	0
Grants and Purchased Services						
19,204	18,724	18,536	-1	17,882	16,738	15,672
Borrowing Costs						
670	2,736	685	-75	682	687	692
Other Expenses						
243,168	248,249	260,307	5	264,997	270,823	273,161
Total Expenses						
-31,970	-23,717	-35,270	-49	-35,737	-37,616	-36,050
Operating Result						
0	-93,881	0	100	0	0	0
Net Effect of a Change in Accounting Policy						
0	19,893	5,505	-72	40,250	-36,518	16,692
Increase/(Decrease) in Asset Revaluation Surplus						
0	-73,988	5,505	107	40,250	-36,518	16,692
Total Other Comprehensive Income						
-31,970	-97,705	-29,765	70	4,513	-74,134	-19,358
Total Comprehensive Income						

Table 33: Transport Canberra Operations: Balance Sheet

Budget at 30/6/20 \$'000		2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
Current Assets							
7,298	Cash and Cash Equivalents	15,956	15,230	-5	14,504	13,778	13,052
2,026	Receivables	2,144	2,149	..	2,154	2,159	2,164
3,402	Inventories	3,673	3,766	3	3,859	3,952	4,045
316	Other Assets	361	361	-	361	361	361
13,042	Total Current Assets	22,134	21,506	-3	20,878	20,250	19,622
Non Current Assets							
1,003,431	Property, Plant and Equipment	942,445	917,641	-3	957,506	936,775	944,249
0	Intangible Assets	95	1,095	#	1,095	995	895
1,500	Capital Works in Progress	4,547	6,952	53	8,807	8,807	8,807
0	Other Assets	385	385	-	385	385	385
1,004,931	Total Non Current Assets	947,472	926,073	-2	967,793	946,962	954,336
1,017,973	TOTAL ASSETS	969,606	947,579	-2	988,671	967,212	973,958
Current Liabilities							
2,352	Payables	6,319	6,352	1	6,386	6,420	6,454
341	Interest-Bearing Liabilities	534	532	..	532	191	191
10,562	Lease Liabilities	11,269	11,875	5	12,548	13,217	14,014
26,602	Employee Benefits	31,990	33,201	4	33,714	34,335	35,075
5,565	Other Liabilities	7,155	7,276	2	7,397	7,518	7,298
45,422	Total Current Liabilities	57,267	59,236	3	60,577	61,681	63,032
Non Current Liabilities							
682	Interest-Bearing Liabilities	1,741	1,300	-25	857	755	653
311,326	Lease Liabilities	303,915	292,600	-4	280,613	267,959	254,508
2,410	Employee Benefits	1,275	2,042	60	2,760	3,478	4,196
0	Deferred Tax Liability	88,080	88,080	-	88,080	88,080	88,080
0	Other Liabilities	750	750	-	750	750	750
314,418	Non-Current Liabilities	395,761	384,772	-3	373,060	361,022	348,187
359,840	TOTAL LIABILITIES	453,028	444,008	-2	433,637	422,703	411,219
658,133	NET ASSETS	516,578	503,571	-3	555,034	544,509	562,739
REPRESENTED BY FUNDS EMPLOYED							
612,348	Accumulated Funds	450,900	427,961	-5	439,174	465,167	466,705
45,785	Reserves	65,678	75,610	15	115,860	79,342	96,034
658,133	TOTAL FUNDS EMPLOYED	516,578	503,571	-3	555,034	544,509	562,739

Table 34: Transport Canberra Operations: Statement of Changes in Equity

Budget at 30/6/20 \$'000		2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
Opening Equity							
116,692	Opening Accumulated Funds	114,832	446,473	289	427,961	439,174	465,167
45,785	Opening Asset Revaluation Reserve	45,785	70,105	53	75,610	115,860	79,342
162,477	Balance at the Start of the Reporting Period	160,617	516,578	222	503,571	555,034	544,509
Comprehensive Income							
-31,970	Operating Result - Including Economic Flows	-23,717	-35,270	-49	-35,737	-37,616	-36,050
-31,970	Total Comprehensive Income	-97,705	-29,765	70	4,513	-74,134	-19,358
0	Total Movement in Reserves	0	0	-	0	0	0
Transactions Involving Owners Affecting Accumulated Funds							
85,537	Capital Injections	32,899	16,877	-49	46,950	63,609	37,588
527,626	Total Transactions Involving Owners Affecting Accumulated Funds	453,666	16,758	-96	46,950	63,609	37,588
Closing Equity							
612,348	Closing Accumulated Funds	446,473	427,961	-4	439,174	465,167	466,705
45,785	Closing Asset Revaluation Reserve	70,105	75,610	8	115,860	79,342	96,034
658,133	Balance at the end of the Reporting Period	516,578	503,571	-3	555,034	544,509	562,739

Table 35: Transport Canberra Operations: Cash Flow Statement

2019-20 Budget	2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
Receipts						
0	22,372	17,499	-22	27,746	28,395	29,010
Sale of Goods and Services from Contracts with Customers						
208,462	0	0	0	0	0	0
User Charges						
0	182,768	205,034	12	199,531	202,796	206,051
Grants and Contributions						
8,123	24,542	7,776	-68	7,240	7,240	7,240
Other						
216,585	229,682	230,309	..	234,517	238,431	242,301
Operating Receipts						
Payments						
101,562	105,421	111,346	6	114,357	116,002	117,934
Employee						
13,312	13,073	15,151	16	15,295	15,336	15,357
Superannuation						
75,033	78,030	78,527	1	79,827	83,202	86,188
Supplies and Services						
19,204	18,723	18,536	-1	17,882	16,738	15,672
Interest Expenses						
6,836	16,085	6,846	-57	6,845	6,842	6,839
Other						
215,947	231,332	230,406	..	234,206	238,120	241,990
Operating Payments						
638	-1,650	-97	94	311	311	311
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES						
CASH FLOWS FROM INVESTING ACTIVITIES						
0	97	0	-100	0	0	0
Proceeds from Sale of Property, Plant and Equipment						
0	97	0	-100	0	0	0
Investing Receipts						
Payments						
85,537	22,805	5,197	-77	36,068	51,623	23,921
Purchase of Property, Plant and Equipment						
0	0	1,000	#	0	0	0
Purchase of Land and Intangibles						
85,537	22,805	6,197	-73	36,068	51,623	23,921
Investing Payments						
-85,537	-22,708	-6,197	73	-36,068	-51,623	-23,921
NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES						

Table 35: Transport Canberra Operations: Cash Flow Statement (continued)

2019-20 Budget	2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
85,537	Capital Injections	32,899	16,877	-49	46,950	63,609	37,588
0	Proceeds from Borrowings	1,325	0	-100	0	0	0
0	Receipts of Transferred Cash Balances	6,129	0	-100	0	0	0
85,537	Financing Receipts	40,353	16,877	-58	46,950	63,609	37,588
Payments							
341	Repayment of Borrowings	341	443	30	443	443	443
594	Repayment of Lease Liabilities - Principal	10,317	10,866	5	11,476	12,580	14,261
935	Financing Payments	10,658	11,309	6	11,919	13,023	14,704
84,602	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	29,695	5,568	-81	35,031	50,586	22,884
-297	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	5,337	-726	-114	-726	-726	-726
7,595	CASH AT THE BEGINNING OF REPORTING PERIOD	10,619	15,956	50	15,230	14,504	13,778
7,298	CASH AT THE END OF REPORTING PERIOD	15,956	15,230	-5	14,504	13,778	13,052

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- sale of goods and services from contracts with customers:
 - the decrease of \$5.037 million in the 2020-21 budget from the 2019-20 audited outcome is due to loss of fare revenue as a result of COVID-19 pandemic and the advice to the community to use public transport for essential journeys only.
- other revenue:
 - the decrease of \$0.982 million in the 2020-21 budget from the 2019-20 audited outcome is due to higher than anticipated fuel tax credit claims received in 2019-20 which is not anticipated to affect future budgets.
- superannuation expenses:
 - the increase of \$1.968 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to the increased contribution rate for PSS employees.
- supplies and services:
 - the increase of \$8.447 million in the 2020-21 budget from the 2019-20 audited outcome is due to 2019-20 Budget Review initiative associated with light rail additional services combined with lower than budgeted fuel expenditure in 2019-20 due to COVID-19 pandemic and lower insurance expenses for the light rail.
- other expenses:
 - the decrease of \$2.051 million in the 2020-21 budget from the 2019-20 audited outcome is mainly due to unbudgeted loss on disposal of assets reflected in the 2019-20 audited outcome.

Balance Sheet

- intangible assets:
 - the increase of \$1.000 million in the 2020-21 budget compared to the 2019-20 audited outcome is due to the delivering smart technology ticketing system for Canberra's integrated public transport system initiative.
- non-current capital works in progress:
 - the increase of \$2.405 million in the 2020-21 budget compared to the 2019-20 audited outcome is due to the ongoing Woden Depot works.
- non-current interest-bearing liabilities:
 - the decrease of \$0.441 million in the 2020-21 budget compared to the 2019-20 audited outcome is related to repayment of ACT government loans.
- non-current employee benefits:
 - the increase of \$0.767 million in the 2020-21 budget compared to the 2019-20 audited outcome is related to the ongoing increase in long service leave balances.

Statement of Changes in Equity

- capital injections:
 - the decrease of \$16.022 million in the 2020-21 budget from the 2019-20 audited outcome is due to re-profiling of capital projects, partially offset by new initiatives, and near completion of the procurement of buses for the future bus network program.

Cash Flow Statement

Variations in the Statement are explained in the notes above.

THE CEMETERIES AND CREMATORIA AUTHORITY – STATEMENT OF INTENT

The Cemeteries and Crematoria Authority (the Authority) is a Territory Authority established under the *Cemeteries and Crematoria Act 2020 (the ACT)*.

This Statement of Intent for 2020-21 has been prepared in accordance with Section 61 of the *Financial Management Act 1996*.

The responsible Minister was consulted during the preparation of the Statement of Intent.

The Statement of Intent, which focuses on the 2020-21 Budget year, has been developed in the context of a four year forward planning horizon to be incorporated, as far as practicable, into the strategic and business planning processes for the Authority.

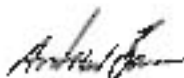
The 2020-21 Statement of Intent for the Authority has been agreed between:



Stephen Bartos

Chair

The Cemeteries and Crematoria
Authority



Andrew Barr MLA

Treasurer



Mick Gentleman MLA

Acting Minister for Transport and City
Services

THE CEMETERIES AND CREMATORIA AUTHORITY

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

Purpose

The Authority is an independent statutory authority established under the *Cemeteries and Crematoria Act 2020* to manage public cemeteries and crematoria effectively and efficiently in the ACT. The Authority currently manages and operates three public cemeteries at Gungahlin, Woden and Hall. In 2019, the Government approved plans for a public crematorium on the grounds of Gungahlin Cemetery constructed in 2020 it will commence operation in early 2021.

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

Strategic and operational priorities to be pursued in 2020-21 include:

- Expanding and innovating Authority service offerings in accordance with contemporary community needs including continuing planning work for future cemetery facilities;
- Progressing technology enabled innovation in services and operations including increased efficiency and effectiveness of front office operations, web enabled profiling of services;
- Fostering stakeholder relations and partnerships;

- Employing innovative solutions to manage the cost of administering the business including the provision of maintenance, with a view to enhancing perpetual care arrangements and long term financial viability of the Authority;
- Developing staff skills, with an emphasis on improving the efficiency of the Authority and maintaining excellence in customer service; and
- Reviewing 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, equipment and outdoor activities. 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 the Government to develop new or expanding income stream opportunities to meet the Authority's medium to long term needs.
- Inadequate amount of funds held in the Perpetual Care Trust (PCT) to maintain cemetery grounds in perpetuity once a cemetery has reached capacity.

2020-21 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.
- Examine opportunities and develop additional income streams.
- Continue to improve operational efficiency.

Estimated Employment Level and Employment Profile

Table 36: Estimated employment level

	2018-19 Actual Outcome	2019-20 Budget	2019-20 Actual Outcome	2020-21 Budget
Staffing (FTE)¹	14	17	15	20

Note:

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

Table 37: 2020-21 employment profile

Classification	Male	Female	Total
Ex 1.2	1		1
SOGB		1	1
ASO6	1	1	2
ASO5		2	2
ASO4		2	2
T04	1		1
T03	1	1	2
GSO8	2		2
TO2	2		2
GSO5/6	5		5
Total	13	7	20

Key Performance Indicators for 2020-21

Table 38: Key performance indicators

	2019-20 Targets	2019-20 Audited Outcome	2020-21 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%	98%
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	4	4	4
Total Cost (\$'000)	5,809	6,106	5,152
Controlled Recurrent Payments (\$'000)	0	0	0

Note(s):

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

Assessment of Performance Against 2019-20 Objectives

The Authority's performance against its 2019-20 objectives and targets included in its 2019-20 Statement of Intent shows that the Authority has broadly met its targets and should continue to do so in the short term. Further non-financial and performance outcomes are detailed below:

- The Authority has continued to maintain a portion of market share equivalent to approximately 35 per cent of deaths in the ACT.
- Contributions to PCT funds are in line with the requirements of the *Cemeteries and Crematoria Act 2020*.
- The level of services and maintenance standards to the community was maintained to a high standard.

- As per the pattern of recent years, the optional post burial survey conducted by the Authority did not receive enough returns to date to provide statistically valid results. Despite this low return rate, the Authority believes that it provides some corroboration of the responses provided by funeral director and therefore provides a valid contribution. 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 2019-20 financial year was unqualified.

Strategic Asset Management Plan

Asset strategy

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

The Authority prepares a Strategic Asset Management Plan (SAMP) every three years to plan the maintenance strategy for all assets included in its assets inventory. The purpose of SAMP is to provide a reference document for the financial and operational asset management of all asset groups owned and managed by the Authority. SAMP includes asset data and financial information as at 30 June 2020. The triennial plan is reviewed in accordance with the TCCS Strategic Asset Management Framework on an annual basis to assess strategic directions and progress against planned activities, however, the data underpinning the plan is only reviewed in detail every three years.

A full review was conducted in 2017-18 and is currently being revised.

The SAMP outlines the current and expected levels of service for the delivery of maintenance services and capital works programs in detail. The expected levels of service are determined by a thorough analysis of service objectives, future demand, feedback from community 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. Resources and training are reviewed to identify any gaps between current and future needs. The difference between the current and desired levels are prioritised and improvement plans are recommended and implemented considering the availability of resources and funding. This improvement cycle is continuous and provides an opportunity to improve asset management processes, procedures, and practices.

Asset Portfolio

The Authority's portfolio comprises significant landscaping, cemetery and crematorium assets including administrative and operational buildings.

Table 39: Cemeteries and crematoria under management

Gungahlin Cemetery	Mitchell
Woden Cemetery	Phillip
Hall Cemetery	Hall
Gungahlin Crematorium	Mitchell

Table 40: Major assets Gungahlin

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

Table 41: 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
Landscaping and Irrigation

Table 42: Major assets Hall

Burial Areas, and associated landscaping and fencing
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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.

Quarterly and monthly reporting

The Authority prepares quarterly and monthly financial reports for internal scrutiny and management. Copies of these reports are provided to TCCS.

These reports include tables and variance analysis for:

- Operating Statement
- Cash Flow Statement
- 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 ACT Auditor-General's Office:

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

Financial Arrangements

The 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 2020-21 Budget year, as well as forward estimates for the three financial years appear below.

- Operating Statement
- Balance Sheet
- Statement of Changes in Equity
- Cash Flow Statement

Financial Statements

Table 43: The Cemeteries and Crematoria Authority: Operating Statement

2019-20 Budget		2019-20 Audited Outcome \$'000	2020-21 Budget \$'000	Var %	2021-22 Estimate \$'000	2022-23 Estimate \$'000	2023-24 Estimate \$'000
Income							
Revenue							
4,180	Sale of Goods and Services from Contracts with Customers	3,388	4,139	22	4,290	4,459	4,717
0	Grants and Contributions	24	0	-100	0	0	0
218	Investment Revenue	153	158	3	160	163	165
1,552	Other Revenue	1,298	109	-92	0	0	0
5,950	Total Revenue	4,863	4,406	-9	4,450	4,622	4,882
0	Other Gains	18	0	-100	0	0	0
5,950	Total Income	4,881	4,406	-10	4,450	4,622	4,882
Expenses							
1,809	Employee Expenses	1,579	2,102	33	2,132	2,163	2,192
204	Superannuation Expenses	194	232	20	235	238	242
1,256	Supplies and Services	1,894	1,673	-12	1,596	1,652	1,699
264	Depreciation and Amortisation	259	473	83	400	388	391
0	Grants and Purchased Services	1	0	-100	0	0	0
448	Cost of Goods Sold	276	319	16	335	352	369
1,828	Other Expenses	1,903	353	-81	244	244	245
5,809	Total Expenses	6,106	5,152	-16	4,942	5,037	5,138
141	Operating Result	-1,225	-746	39	-492	-415	-256
141	Total Comprehensive Income	-746	-746	-	-492	-415	-256

Table 44: The Cemeteries and Crematoria Authority: Balance Sheet

Budget at 30/6/20 \$'000	2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000	
Current Assets							
8,785	Cash and Cash Equivalents	7,944	5,941	-25	5,988	6,101	6,376
77	Receivables	171	95	-44	100	105	110
241	Inventories	246	240	-2	234	228	222
16	Other Assets	20	21	5	22	23	24
9,119	Total Current Assets	8,381	6,297	-25	6,344	6,457	6,732
Non Current Assets							
2,648	Inventories	2,651	2,584	-3	2,517	2,450	2,383
4,329	Property, Plant and Equipment	4,643	6,937	49	6,803	6,679	6,554
30	Intangible Assets	29	29	-	29	29	29
603	Capital Works in Progress	725	170	-77	170	170	170
7,610	Total Non Current Assets	8,048	9,720	21	9,519	9,328	9,136
16,729	TOTAL ASSETS	16,429	16,017	-3	15,863	15,785	15,868
Current Liabilities							
310	Payables	377	383	2	389	395	401
4	Interest-Bearing Liabilities	4	4	-	4	4	4
597	Employee Benefits	464	494	6	528	561	596
7,753	Other Liabilities	8,388	8,688	4	8,988	9,288	9,588
8,664	Total Current Liabilities	9,233	9,569	4	9,909	10,248	10,589
Non Current Liabilities							
28	Interest-Bearing Liabilities	25	21	-16	17	13	9
25	Employee Benefits	35	37	6	39	41	43
53	Non-Current Liabilities	60	58	-3	56	54	52
8,717	TOTAL LIABILITIES	9,293	9,627	4	9,965	10,302	10,641
8,012	NET ASSETS	7,136	6,390	-10	5,898	5,483	5,227
REPRESENTED BY FUNDS EMPLOYED							
5,797	Accumulated Funds	4,442	3,696	-17	3,204	2,789	2,533
2,215	Asset Revaluation Surplus	2,694	2,694	-	2,694	2,694	2,694
8,012	TOTAL FUNDS EMPLOYED	7,136	6,390	-10	5,898	5,483	5,227

Table 45: The Cemeteries and Crematoria Authority: Statement of Changes in Equity

Budget at 30/6/20 \$'000		2019-20 Audited Outcome \$'000	Budget at 30/6/21 \$'000	Var %	Estimate at 30/6/22 \$'000	Estimate at 30/6/23 \$'000	Estimate at 30/6/24 \$'000
	Opening Equity						
5,656	Opening Accumulated Funds	5,667	4,442	-22	3,696	3,204	2,789
2,215	Opening Asset Revaluation Reserve	2,215	2,694	22	2,694	2,694	2,694
7,871	Balance at the Start of the Reporting Period	7,882	7,136	-9	6,390	5,898	5,483
	Comprehensive Income						
141	Operating Result - Including Economic Flows	-1,225	-746	39	-492	-415	-256
141	Total Comprehensive Income	-746	-746	-	-492	-415	-256
	Closing Equity						
5,797	Closing Accumulated Funds	4,442	3,696	-17	3,204	2,789	2,533
2,215	Closing Asset Revaluation Reserve	2,694	2,694	-	2,694	2,694	2,694
8,012	Balance at the end of the Reporting Period	7,136	6,390	-10	5,898	5,483	5,227

Table 46: The Cemeteries and Crematoria Authority: Cash Flow Statement

2019-20 Budget	2019-20 Audited Outcome	2020-21 Budget	Var %	2021-22 Estimate	2022-23 Estimate	2023-24 Estimate	
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
4,390	Sale of Goods and Services from Contracts with Customers	3,761	4,575	22	4,726	4,895	5,153
206	Investment Receipts	156	146	-6	148	151	153
2,129	Other	2,073	687	-67	578	578	578
6,725	Operating Receipts	5,990	5,408	-10	5,452	5,624	5,884
Payments							
1,595	Employee	1,682	1,864	11	1,890	1,922	1,949
204	Superannuation	193	232	20	235	238	242
1,515	Supplies and Services	1,764	1,803	2	1,806	1,862	1,908
385	Related to Cost of Goods Sold	358	256	-28	272	289	306
2,516	Other	2,358	1,041	-56	932	932	933
6,215	Operating Payments	6,355	5,196	-18	5,135	5,243	5,338
510	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-365	212	158	317	381	546
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
0	Proceeds from Sale of Property, Plant and Equipment	28	0	-100	0	0	0
0	Investing Receipts	28	0	-100	0	0	0
Payments							
345	Purchase of Property, Plant and Equipment	208	2,211	963	266	264	267
0	Purchase of Investments	555	0	-100	0	0	0
345	Investing Payments	763	2,211	190	266	264	267
-345	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-735	-2,211	-201	-266	-264	-267
4	Repayment of Borrowings	5	4	-20	4	4	4
161	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	-1,105	-2,003	-81	47	113	275
8,624	CASH AT THE BEGINNING OF REPORTING PERIOD	9,049	7,944	-12	5,941	5,988	6,101
8,785	CASH AT THE END OF REPORTING PERIOD	7,944	5,941	-25	5,988	6,101	6,376

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- user charges:
 - the increase of \$0.751 million in the 2020-21 budget, from the 2019-20 actual, is due to the 2019-20 result being affected by: a) lower than forecast pre-need sales due to COVID-19 restrictions; and b) a lower than estimates death rate. The 2020-21 budget reflects the longer term trend of both pre-need sales and the average death rate.
- other revenue:
 - the decrease of \$1.189 million in the 2020-21 budget, from the 2019-20 actual, is due to the preceding Act to the *Cemeteries and Crematoria Act 2020*, which stipulated a fund allocation to the Perpetual Care Trust for the provision of short and long-term maintenance. The short term maintenance provision was returned to the Authority in the same accounting period and expressed as revenue (other revenue).
- employee costs:
 - the increase of \$0.561 million in the 2020-21 budget, from the 2019-20 actual, is due to: a) additional labour for the new crematorium; and b) backfilling positions in 2019-20 with contractor labour hire costed to supplies and services.
- supplies and services:
 - the decrease of \$0.221 million in the 2020-21 budget, from the 2019-20 actual, is due to a reduction in contractor labour hire.
- depreciation:
 - the increase of \$0.214 million in the 2020-21 budget, from the 2019-20 actual, is due to additional depreciation associated with new crematorium and a 2019-20 asset revaluation, including a review of the useful life of assets.
- cost of goods sold:
 - the increase of \$0.043 million in the 2020-21 budget, from the 2019-20 actual, is due to the forecast increase in user charges.
- other expenses:
 - The decrease of \$1.550 million in the 2020-21 budget, from the 2019-20 actual, is due to the change in legislation (refer other revenue above). In 2019-20 asset write-offs were \$0.368 million, there are no forecasted write-offs in 2020-21.

Balance Sheet

- assets:
 - a decrease of \$2.084 million in current assets in the 2020-21 budget, from the 2019-20 actual, is due to funding the new crematorium; this is mainly offset by an overall increase in non-current assets of \$1.672 million associated with the capitalisation of crematorium assets.

Statement of Changes in Equity

Variations in the statement are explained in the notes above.

Cash Flow Statement

Variations in the statement are explained in the notes above.