



Australian
Capital Territory
**BUDGET
2018-19**

Growing services
for our growing city

Budget Statements D

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



ACT
Government

Australian
Capital Territory

BUDGET 2018-19

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STRUCTURE AND CONTENT OF THE 2018-19 BUDGET PAPERS

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

Budget Paper 1: Budget Speech

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

Budget Paper 2: Budget in Brief

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

Budget Paper 3: Budget Outlook

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

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

Budget Statements

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

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JUSTICE AND COMMUNITY SAFETY DIRECTORATE

Purpose

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

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

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

2018-19 Priorities

Strategic and operational initiatives for 2018-19 include:

- supporting survivors of child sexual abuse by joining the National Redress Scheme, including provision of a redress payment, counselling and psychological care, and a direct personal response;
- supporting the efficient operation of the justice system by appointing an additional magistrate and providing additional resources for the ACT Legal Aid Commission, increase to base resourcing for the Office of the Director of Public Prosecutions and to support the retrial of David Eastman;
- ensuring access to legal services by older Canberrans who are experiencing or are vulnerable to elder abuse through support to the ACT Legal Aid Commission;
- supporting Canberra as a restorative city with funding for workshops and events that bring people together to consider Restorative City approaches;
- supporting justice reinvestment initiatives by:
 - expanding the High Density Housing Community and Safety Program at public housing sites in the ACT; and
 - establishing a culturally appropriate sentencing process through the Warrumbul Court in the Children's Court.

- supporting the design of a Drug and Alcohol Court;
- strengthening Corrections systems by replacing the mobile duress system at the Alexander Maconochie Centre to improve safety;
- continuing the Intensive Correctional Order scheme which provides a diversion from full-time imprisonment;
- improving public safety by:
 - upgrading of the CCTV network, including Canberra City, GIO Stadium, Manual Oval, EPIC, Kingston and Manuka shopping precincts and at Canberra's bus stations and depots;
 - developing a whole of government CCTV strategy;
 - providing additional resources to continue the implementation of *Australia's Strategy to Protect Crowded Places from Terrorism*; and
 - continuing and expanding the CBR Night Crew operating around the Civic nightlife precinct to assist vulnerable people including those affected by alcohol and drugs and people who are vulnerable to assault and sexual assault.
- strengthening the ACT Emergency Services Agency to build operational capability and meet future needs by:
 - undertaking a recruit college for 18 firefighters;
 - providing new protective helmets to firefighters;
 - purchasing a new aerial pumper for ACT Fire and Rescue;
 - providing new cardiac monitors and defibrillators to all ACT ambulances and new Automatic External Defibrillators to ACT Fire and Rescue appliances; and
 - upgrading the ambulance fleet with electronic stretchers and loaders, fast-tracking the replacement of 8 ambulances and improving the maintenance and repair arrangements for the fleet.
- strengthening ACT Policing to build capability and meet future needs by:
 - providing smartphone devices to the highest priority members to improve security and safety;
 - providing additional staffing for an enhanced strategic analysis capability to better target crime and support quality and timely reporting to government;
 - providing additional resourcing to Taskforce Nemesis to target, disrupt, deter and prevent organised crime; and

- upgrading police facilities at Tuggeranong Police Station and the Winchester Police Station, including upgrades to meet building standards for people with a disability and / or mobility impairment.
- improving efficiency and service delivery by building the Directorate’s digital and ICT capability including:
 - replacing a number of existing ICT systems at the Human Rights Commission with a single new case management system; and
 - replacing the Supreme Court’s Jury Management System with a more modern, reliable and functional system.

Estimated Employment Level

Table 1: Estimated Employment Level

	2016-17 Actual Outcome	2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget
Staffing (FTE)	1,677 ¹	1,659 ²	1,729 ³	1,769 ⁴

Notes:

1. The 2016-17 actual outcome of 1,677 FTE differs from the FTE disclosed in the Justice and Community Safety Directorate’s 2016-17 Annual Report (1,729) as it excludes the Public Trustee for the ACT (52 FTE).
2. The decrease of 18 FTE in the 2017-18 Budget from the 2016-17 actual outcome mainly reflects the additional resources funded through own sourced revenue in 2016-17.
3. The increase of 70 FTE in the 2017-18 estimated outcome from 2017-18 Budget is mainly due to the net increase in staffing resources associated with the 2017-18 supplementary appropriation, additional resources funded through own sourced revenue, additional staff for project activities, increased workload and to backfill staff on maternity leave, long service leave, extended personal and other leave.
4. The increase of 40 FTE in the 2018-19 Budget from the 2017-18 estimated outcome mainly reflects the net increase in staffing resources associated with the 2018-19 Budget and the impact of prior budget outcomes, partially offset by additional resources funded through own sourced revenue in 2017-18 estimated outcome.

Strategic Objectives and Indicators

Strategic Objective 1

Accessible Justice System

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

Table 2: Strategic Indicator 1: Justice System Completion Rates

Success	Strategic Indicator	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
Timely completion of civil cases in the courts	Median number of days to finalise civil cases from time of lodgement ¹			
	- Magistrates Court ⁴	50	36	n/a
	- Supreme Court ⁵	365	323	n/a
	- Coroners Court	85	85	n/a
	Percentage of cases finalised within 12 months from lodgement ²			
	- Supreme Court (includes Court of Appeal)	n/a	n/a	85%
	- Magistrates Court	n/a	n/a	90%
Timely completion of criminal cases in the courts	Median number of days to finalise criminal cases from time of lodgement ¹			
	- Magistrates Court	65	70	n/a
	- Supreme Court ⁶	200	265	n/a
	Percentage of cases finalised within 12 months from lodgement ³			
	- Supreme Court (includes Court of Appeal)	n/a	n/a	85%
	- Magistrates Court	n/a	n/a	95%
	- Childrens Court	n/a	n/a	95%
Timely completion of ACT Civil and Administrative Tribunal (ACAT) cases	Median number of days to finalise ACAT cases from time of lodgement ^{1,7}	50	59	n/a
	Percentage of cases finalised within 12 months from lodgement ²	n/a	n/a	95%

Notes:

1. These Strategic Indicators are discontinued in 2018-19. The median is not an useful or meaningful indicator of the timeliness of case finalisations, especially when measured against a target median time, as a high median time is not necessarily a poor outcome as it means more old cases are being finalised while a low median time is not necessarily a good outcome because it means fewer old cases are being finalised.
2. These are new Strategic Indicators in 2018-19 based on the International Framework for Courts Excellence (IFCE) global measure for on-time case processing. They report on the percentage of civil cases resolved or finalised within established timeframes.
3. These are new Strategic Indicators in 2018-19 based on the International Framework for Courts Excellence (IFCE) global measure for on-time case processing. They report on the percentage of criminal cases resolved or finalised within established timeframes.
4. The 2017-18 estimated outcome is a positive result with the estimated median number of days to finalise Magistrates Court civil matters lower than the target due to the use of mediation and rigorous case management to resolve matters earlier.
5. The 2017-18 estimated outcome is a positive result with the estimated median number of days to finalise Supreme Court civil matters lower than the target due to the use of mediation and rigorous case management to resolve matters earlier.
6. The 2017-18 estimated outcome exceeds the target due to the Supreme Court focussing on finalising older criminal matters.
7. The 2017-18 estimated outcome exceeds the target due to the finalisation of a complex civil dispute which involved a number of separate applications lodged in mid-2016.

Strategic Objective 2

Safe Community

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

Table 3: Strategic Indicator 2: Crime Related Community Safety

Success	Strategic Indicator	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
Reduction in level of crime	Number of known and reported criminal offences:			
	- against the person per 100,000 population ^{1,2}	682	906	682
	- against property per 100,000 population	4,875	5,171	4,875
Perceptions of safety	The proportion of people who felt 'safe' or 'very safe': ³			
	- at home by themselves during the night	=> 87.7%	94.8%	=>89%
	- walking by themselves in their neighbourhood during the night ⁴	=> 49.5%	59.1%	=> 54.3%
	- by themselves travelling on public transport during the night ⁴	=>24.5%	39.2%	=>31.1%
No escapes/ abscondments from custody	Number of escapes or absconds per 100 detainees	0	0	0
Reduction in recidivism rate	ACT sentenced detainees released two years earlier than the year being measured who returned to prison with a new correctional sanction within two years	42%	44%	42%

Notes:

1. The 2017-18 estimated outcomes for reduction in level of crime are based on an average of the half-yearly result to December 2017 (i.e. an average of the September 2017 and December 2017 quarterly results) and the 2016-17 result.
2. The higher 2017-18 estimated outcomes are attributed in part to the current focus on family and domestic violence. ACT Policing has noted that the total number of offences against the person offences has increased by 15.3 per cent over the last 10 years. This indicator is currently being reviewed and consideration will be given to future targets to relate them to past performance.
3. Perceptions of safety indicators are drawn from the National Survey of Community Satisfaction with Policing, a self-reporting survey conducted by the Social Research Centre. The sample size and landline based methodology may limit how representative the results are of the ACT population as a whole.
4. The 2017-18 estimated outcome exceeds the target by 19 per cent and 60 per cent respectively and demonstrates the ACT Government's and ACT Policing's continued commitment to crime prevention and community engagement. The 2018-19 targets have been increased to align with these outcomes.

Strategic Objective 3

Safe Community — Emergency Services

Table 4: Strategic Indicator 3: Emergency Related Community Safety

Success	Strategic Indicator	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
Increased community resilience for emergencies	Percentage of planned community engagement and awareness events conducted	90%	90%	90%
	Percentage of leaseholders within the Bushfire Abatement Zone with a Farm Fire-wise Plan ¹	100%	70%	100%
	Number of sub-plans to the ACT Emergency Plan reviewed	4	4	4
	ACT Public Information Coordination Centre for ESA lead emergency response - number of exercises conducted	2	2	2
	Percentage of Emergency alerts, updates and warnings to the ACT community through the use of the SPOT System	100%	100%	100%
	Maintain or increase volunteer levels. Percentage change in levels ²	1%	-4%	1%
Reduced loss of life and loss/damage to property	Percentage of structure fires confined to room of origin	80%	75%	80%
	Percentage of 132 500 storm and flood callouts acknowledged within 24 hours	95%	99%	95%
Reduced impact on the environment from bushfires	Percentage of bushfires kept below five hectares within the ACT	100%	99%	100%

Notes:

1. The lower than target 2017-18 estimated outcome is due to high turnover of lessee's in the Bushfire Abatement Zone as a result of land sales, and timing difference associated with a new Land Management Agreement initiated with each land sale. The Farm Fire-wise Plan is part of the Land Management Agreement and this process takes a minimum of 10 weeks to complete.
2. The lower than target 2017-18 estimated outcome is associated with the Working with Vulnerable People initiative. As part of the initiative, the volunteer services are required to improve the accuracy of their membership databases, as a result many volunteers who were previously recorded as ACTIVE have been found INACTIVE and removed. This has resulted in a more accurate database but lower recorded numbers. This process is ongoing. The Community Fire Units, State Emergency Services, Rural Fire Service and MAPS volunteer services are currently moving into a new phase of focused recruitment.

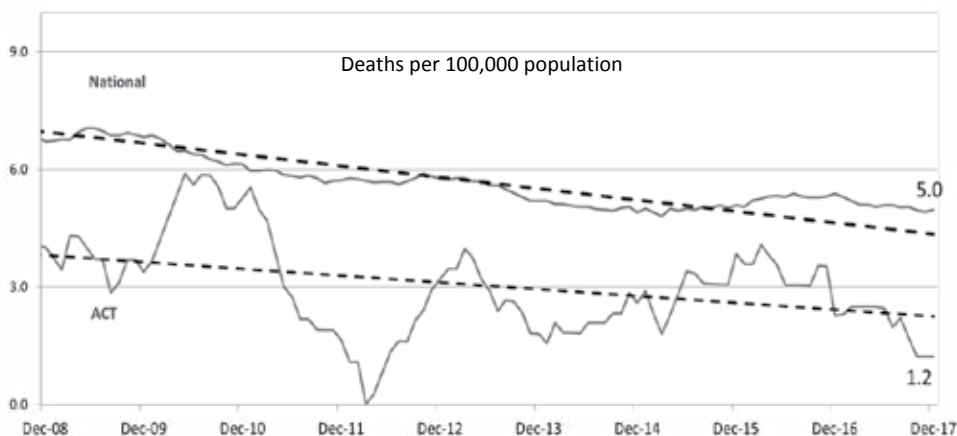
Strategic Objective 4

Safe Community – Road Safety

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

Strategic Indicator 4: Promotion of Road Safety

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



Source: Bureau of Infrastructure, Transport and Regional Economic, Road Deaths Australia December 2017

Note:

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

Strategic Objective 5

Promotion and Protection of Rights and Interests

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

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

Success	Strategic Indicator	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
New government laws are compatible with human rights legislation at time of introduction	Percentage of new government laws that are compatible with human rights legislation at the time of introduction	100%	100%	100%
Increased community awareness of how to access and protect rights	Number of community members made aware of their rights in the area of responsibility for victim support ¹	900	1,412	1,400
	Number of community engagement activities undertaken by: - Human Rights Commission in area of human rights and service provision	50	50	50

Note:

1. The higher than target 2017-18 estimated outcome is attributed to a change in how the strategic indicator is measured. In previous years the indicator was based on the number of pamphlets that were provided to community members. The indicator is now based on the total number of individuals who receive information or support from Victim Support ACT. The target for 2018-19 has been increased to align with the new measure.

Output Classes

Output Class 1: Justice Services

Table 6: Output Class 1: Justice Services

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	69,158	69,375
Controlled Recurrent Payments	55,207	60,273

Note:

1. Total cost includes depreciation and amortisation of \$1.939 million in 2017-18 and \$2.144 million in 2018-19.

Output 1.1: Policy Advice and Justice Programs

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

Table 7: Output 1.1: Policy Advice and Justice Programs

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	21,554	22,716
Controlled Recurrent Payments	19,491	21,110

Output 1.2: Legal Services to Government

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

Table 8: Output 1.2: Legal Services to Government

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	18,215	15,872
Controlled Recurrent Payments	9,297	10,605

Output 1.3: Legislative Drafting and Publishing Services

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

Table 9: Output 1.3: Legislative Drafting and Publishing Services

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	4,755	5,011
Controlled Recurrent Payments	4,348	4,471

Output 1.4: Public Prosecutions

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

Table 10: Output 1.4: Public Prosecutions

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	15,565	16,147
Controlled Recurrent Payments	13,904	15,349

Output 1.5: Protection of Rights

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

Table 11: Output 1.5: Protection of Rights

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	9,069	9,629
Controlled Recurrent Payments	8,167	8,738

Output Class 2: Corrective Services

Table 12: Output Class 2: Corrective Services

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	80,911	88,885
Controlled Recurrent Payments	69,615	78,845

Note:

1. Total cost includes depreciation and amortisation of \$9.180 million in 2017-18 and \$9.413 million in 2018-19.

Output 2.1: Corrective Services

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

Output Class 3: Courts and Tribunal

Table 13: Output Class 3: Courts and Tribunal

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	44,444	68,193
Controlled Recurrent Payments	28,777	49,809

Note:

1. Total cost includes depreciation and amortisation of \$3.916 million in 2017-18 and \$8.208 million in 2018-19.

Output 3.1: Courts and Tribunal

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

Output Class 4: Emergency Services

Table 14: Output Class 4: Emergency Services

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	144,381	147,924
Controlled Recurrent Payments	116,169	121,342

Note:

1. Total cost includes depreciation and amortisation of \$8.882 million in 2017-18 and \$13.876 million in 2018-19.

Output 4.1: Emergency Services

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

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

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

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

EBT 1: ACT Policing

Table 15: EBT 1: ACT Policing

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	159,089	169,379
Payment for Expenses on Behalf of the Territory	156,893	166,919

Note:

1. Total cost includes depreciation and amortisation of \$2.196 million in 2017-18 and \$2.460 million in 2018-19.

Output 1.1: ACT Policing

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

Accountability Indicators

Output Class 1: Justice Services

Output 1.1: Policy Advice and Justice Programs

Table 16: Accountability Indicators Output 1.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Percentage of legislation requested by the JACS portfolio ministers is developed within timeframes agreed by the JACS portfolio ministers	92%	100%	100%
b. Proportion of surveyed users of restorative justice programs satisfied with service received	97%	98%	97%
c. Number of initiatives that reduce regulatory burden ¹	2	4	2
d. Family Violence Statement presented to the ACT Legislative Assembly ²	1	n/a	n/a

Notes:

1. The 2017-18 estimated outcome exceeds the target by 100 per cent, reflecting the Government's progress in reducing regulatory burden.
2. The indicator was discontinued in the second half of 2017-18 due to the transfer of the function of the Co-ordinator-General for Family Safety from the Justice and Community Safety Directorate to the Community Services Directorate following Administrative Arrangement changes from 1 July 2017.

Output 1.2: Legal Services to Government

Table 17: Accountability Indicators Output 1.2

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Timely legal services provided by the ACT Government Solicitor: percentage of advices completed within 28 days	85%	84%	85%
b. Timely legal services provided by the ACT Government Solicitor: percentage of urgent court and contentious matters undertaken and completed within courts, tribunal or any applicable statutory timetable ¹	95%	98%	n/a
c. Timely legal services provided by the ACT Government Solicitor: percentage of routine court and contentious matters undertaken and completed within courts, tribunal or any applicable statutory timetable ¹	95%	95%	n/a
d. High quality legal services provided by the ACT Government Solicitor: percentage of client survey respondents satisfied with quality of advice and representation	95%	95%	95%
e. Timely legal services provided by the ACT Government Solicitor: percentage of court matters undertaken and completed within courts, tribunal or any applicable statutory timetable ²	n/a	n/a	95%

Notes:

1. These accountability indicators are discontinued in 2018-19, they will be replaced by the new indicator e.
2. This is a new indicator in 2018-19 which combines and replaces indicators b and c. Indicator e measures timeliness compliance as a percentage of instances involving representation for the Attorney General and Government. The difference between urgent and routine does not add to the qualitative assessment of this performance. Accountability indicators for the output have been reviewed to reduce the number and improve definition of what is being measured consistent with recommendations made in the ACT Auditor- General's Report on ACT Government Strategic and Accountability Indicators, Report No. 2/2018.

Output 1.3: Legislative Drafting and Publishing Services

Table 18: Accountability Indicators Output 1.3

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. High level of client satisfaction for legislative drafting and publishing services by the Parliamentary Counsel's Office: percentage of satisfied client survey respondents	90%	90%	90%
b. Timely legislative drafting and publishing services by the Parliamentary Counsel's Office:			
- Percentage of drafting responses provide within 30-day standard	95%	99%	95%
- Percentage of notifications notified on ACT legislation register on requested notification day	99%	100%	99%
- Percentage of republications of changed legislation published on ACT legislation register on day the change happens	99%	100%	99%

Output 1.4: Public Prosecutions

Table 19: Accountability Indicators Output 1.4

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Percentage of cases where court timetable is met in accordance with Courts' rules	80%	80%	80%
b. Average cost per matter finalised	\$2,800	\$2,800	\$2,800

Output 1.5: Protection of Rights

Table 20: Accountability Indicators Output 1.5

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
Human Rights Commission			
a. High level of client satisfaction with Human Rights Commission complaints process:			
- Percentage of survey respondents who consider the process fair, accessible and understandable	75%	80%	75%
- Percentage of complaints concluded within Commission standards	75%	75%	75%
b. High level of community education, information and advice in relation to human rights and (i) services for children and young people, (ii) disability services, (iii) discrimination, (iv) health services, and (v) services for older people:			
- Number of community engagement activities undertaken by the Commission ¹	30	50	50
Public Advocate			
c. The Public Advocate of the ACT's actions towards achieving a caring community where the rights and interests of vulnerable people are protected:			
- Proportion of client survey respondents for whom advocacy services are provided by the Public Advocate of the ACT where a high level of satisfaction is reported	75%	75%	75%
Individuals, excluding guardianship clients, brought to the attention of the Public Advocate:			
- Proportion of individuals brought to the attention of the Public Advocate for whom direct advocacy is provided	25%	25%	25%
- Percentage of clients referred to the Public Advocate for whom a review of the documentation was undertaken	75%	75%	75%
Victim Support ACT			
d. Percentage of referrals to Victim Support ACT or the Victims of Crime Commissioner actioned within five working days	95%	95%	95%

Note:

- The 2017-18 target relates to community engagement activities undertaken by the Human Rights Commission, not including the Public Advocate and the Victim Support ACT. The higher than target 2017-18 estimated outcome is due to a more active period of community engagement associated with the formation of the new Commission. The 2018-19 target has been increased to reflect the inclusion of the Public Advocate and the Victim Support ACT community engagement activities within the broader Human Rights Commission's Accountability indicator.

Output Class 2: Corrective Services

Output 2.1: Corrective Services

Table 21: Accountability Indicators Output 2.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Completion rates of Community Corrections Orders:			
- The proportion of Community Corrections supervision orders successfully completed within the counting period ¹	80%	68%	80%
- The proportion of Community Corrections reparation orders successfully completed within the counting period	60%	58%	60%
b. Average cost per detainee per day for all detainees	\$310	\$305	\$310
c. Average cost per day for community based offenders	\$39	\$39	\$39

Note:

1. The lower than target 2017-18 estimated outcome is due to the combination of longer period of orders not duly completed and an increase in breached orders as a result of compliance activity.

Output Class 3: Courts and Tribunal

Output 3.1: Courts and Tribunal

Table 22: Accountability Indicators Output 3.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
Courts			
a. Number of judicial officers per 100 finalisations ^{a,1}	0.14	0.13	n/a
b. Real average civil court fees collected per lodgement – ACT Supreme Court ¹	\$2,900	\$2,959	n/a
c. Real average civil court fees collected per lodgement – ACT Magistrates Court ^{1,2}	\$205	\$184	n/a
d. Cost per finalised criminal case ^{3,4}			
- Supreme Court	\$23,000	\$21,656	\$36,500
- Magistrates Court ⁵	\$2,000	\$1,514	\$2,700
e. Cost per finalised civil case ⁴			
- Supreme Court	\$12,500	\$11,561	\$16,500
- Magistrates Court ⁶	\$3,500	\$2,602	\$4,000
f. Supreme Court Criminal Case Backlog Indicator – Percentage of pending criminal cases for more than ¹			
- 12 months ⁷	10%	11%	n/a
- 24 months	0%	4%	n/a
g. Magistrates Court Criminal Case Backlog Indicator – Percentage of pending criminal cases for more than 12 months ^{1,8}	5%	9%	n/a
h. Supreme Court Civil Case Backlog Indicator – Percentage of pending civil cases for more than ¹			
- 12 months ⁹	10%	21%	n/a
- 24 months ¹⁰	5%	11%	n/a
i. Magistrates Court Civil Case Backlog Indicator – Percentage of pending civil cases for more than 12 months ¹	10%	10%	n/a
j. Coroners Court Case Backlog Indicator – Percentage of pending cases for more than 12 months ¹	35%	36%	n/a
k. Criminal Case Clearance Indicator – Percentage of Supreme Court finalisations, divided by the number of lodgements ³	100%	106%	100%
l. Criminal Case Clearance Indicator – Percentage of Magistrates Court finalisations, divided by the number of lodgements ^{3,11}	100%	112%	100%
m. Civil Case Clearance Indicator – Percentage of Supreme Court finalisations, divided by the number of lodgements	100%	103%	100%

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
n. Civil Case Clearance Indicator – Percentage of Magistrates Court finalisations, divided by the number of lodgements	100%	102%	100%
Tribunal			
o. Number of presidential members per 100 finalisations ¹²	0.12	0.12	n/a
p. Real average fees collected per lodgement – ACAT ^{b,13}	\$160	\$159	n/a
q. Total number and relative percentage of pending cases in the ACAT for more than 12 months ^{14,15}	5%	6%	n/a
r. Clearance Indicator – Percentage of ACAT finalisations, divided by the number of lodgements ¹⁶	100%	88%	100%

a. 2018-19 judicial resources do not include visiting judges nor judicial officers on long service leave.

b. ACAT – ACT Civil and Administrative Tribunal.

Notes:

- These accountability indicators are discontinued in 2018-19 to eliminate duplication of these indicators reported in the Report on Government Services (RoGS) and JACS annual Statement of Performance. These indicators are an aggregate of RoGS indicators.
- The 2017-18 estimated outcome is lower than the target due to a higher than expected proportion of matters being subject to no fee (particularly family violence applications) or to a fee exemption or waiver.
- These accountability indicators will be reported on an annual basis in 2018-19 due to the availability of bi-annual data being affected by the development of the reliable data reports from the criminal modules of the new Integrated Courts Management System.
- The targets for the cost per finalised case are significantly higher in 2018-19 because they take into account the full cost of the *Courts Public Private Partnership* contract for the new court facilities.
- The 2017-18 estimated outcome is lower than the target because 1,880 failure to vote charges lodged in June 2017 were finalised in August 2017.
- The 2017-18 estimated outcome is lower than the target as the full costs under the new courts facilities contract were not actually paid due to delays in the construction project.
- The 2017-18 estimated outcome is higher than the target because the total number of pending criminal cases has reduced at a greater rate than the reduction in the number of criminal cases pending for greater than 12 months. The use of central criminal listing periods has improved efficiency by ensuring that as soon as one trial is completed or unable to proceed another trial is ready to commence.
- The 2017-18 estimated outcome is above target due to a higher than expected number of defended hearings which take more time to finalise.
- The 2017-18 estimated outcome is above target as the Supreme Court continued to give priority to reducing civil matters pending for more than 24 months which means the listing time for matters less than this age is reduced. The estimated outcome also reflects the high number of personal injury matters which often take longer than 12 months to resolve due to factors beyond the Court's control.
- The 2017-18 estimated outcome is above target because of the extent of the backlog and a higher than expected number of complex matters, many of which are personal injury claims, which take more time to finalise. During the time required to deal with these cases other pending cases increase in age.
- The 2017-18 estimated outcome is higher than the target because the 1,880 failure to vote charges lodged in June 2017 were finalised in August 2017.
- This accountability indicator is discontinued in 2018-19 as the purpose of this measure is unclear given a large number of cases are finalised by non-presidential members.
- This accountability indicator is discontinued in 2018-19 because it is not a measure of tribunal performance as the number and nature of lodgements are determined by the parties to a matter and fees are in set amounts.
- This accountability indicator is discontinued in 2018-19 as information on whether backlog is increasing, decreasing or static can be inferred from the clearance rate.
- The 2017-18 estimated outcome is higher than the target due to the finalisation of 117 civil dispute matters being delayed until a ruling on a question of law was made under section 77 of the *ACAT Act*.
- The 2017-18 estimated outcome is below the target because of an increase in more complex civil matters that take more time to determine and the delay in finalising 117 civil dispute matters pending a ruling on a question of law under section 77 of the *ACAT Act*.

Output Class 4: Emergency Services

Output 4.1: Emergency Services

Table 23: Accountability Indicators Output 4.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
Prevention and Preparedness			
a. Desktop audit of ACT Government Directorate Bushfire Operational Plans activities ¹	100%	100%	100%
b. Field assessment of Access Management Upgrades and Hazard Reduction burns conducted in accordance with Bushfire Operational Plans of ACT Government Directorates	100%	100%	100%
c. Percentage of ESA staff who have completed accredited training in AIIMS ^{a,2}	70%	72%	80%
Response and Recovery			
d. Structure Fire incidents responded to within target ^b	90%	93%	90%
e. Road Rescue incidents responded to within target ^c	90%	90%	90%
f. Ambulance priority 1 - Incident Response Time 50 th percentile (minutes) ^{d,3}	8	9.1	8
g. Ambulance priority 1 - Incident Response Time 90 th percentile (minutes) ^d	15	15	15
h. Percentage of Patient Transport Service 'fixed booking' attended by booked time	65%	71%	65%
i. Total cost per head of population ⁴	\$348.89	\$355.91	\$359.04

a. AIIMS – Australasian Inter-Service Incident Management System. This accountability indicator captures training provided to ESA staff only on the AIIMS system.

b. Target refers to the response to structure fire incidents within 10 minutes.

c. Target refers to the response to road rescue incidents within 13 minutes.

d. Priority 1 records that are incomplete due to operator or system errors, or where incidents are outside the ACT, or where the priority rating has been changed, are excluded.

Notes:

- The accountability indicator descriptions have been revised from "Desktop audit of ACT Government Directorate Bushfire Operational Plans activity progress reports" in 2017-18 to "Desktop audit of ACT Government Directorate Bushfire Operational Plans activities" in 2018-19 to better reflect this indicator measures the performance of desktop audits conducted on activities rather than activities progress reports.
- The 2018-19 target has been revised upwards consistent with the ESA's ongoing commitment to a highly skilled workforce.
- The slower response time as compared to target performance is due to an overall increase in demand for ambulance services.
- The 2017-18 target and estimated outcome is based on estimated population of 405,665. The 2018-19 target is based on an estimated population of 412,001.

Changes to Appropriation

Table 24: Changes to appropriation – Controlled Recurrent Payments

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	281,299	282,334	287,629	290,523	290,523
2nd Appropriation					
Better support when it matters - Criminal law reforms	181	366	-	-	-
Better support when it matters - Director of Public Prosecutions - Additional resources to confiscate criminals' assets	323	647	-	-	-
Better support when it matters - Drug and Alcohol Court establishment	563	-	-	-	-
Better support when it matters - Enhancing security at the Alexander Maconochie Centre	964	2,413	2,696	2,736	2,777
Better support when it matters - Integrating the Winnunga Model of Care and enhancing health services in the Alexander Maconochie Centre	732	1,119	910	-	-
Better support when it matters - More paramedics	-	2,294	3,859	3,930	3,976
Better support when it matters - Redress for survivors of child sexual abuse in institutions	293	-	-	-	-
Better support when it matters - Stronger resourcing for the Government Solicitor's Office	278	563	571	579	587
FMA Section 16B Rollovers from 2016-17					
ACT Corrective Services - Information Management	70	-	-	-	-
Alexander Machonochie Centre - Electronic security system	250	-	-	-	-
Better support when it matters - Family Safety Hub	204	-	-	-	-
Better support when it matters - Implementation of the Moss Review Recommendations	250	-	-	-	-
Better support when it matters - Strengthening the Office of the Director of Public Prosecutions	82	-	-	-	-
Eastman Retrial and Related Proceedings	1,500	-	-	-	-
ESA Forrest Fire Station Asbestos Removal	90	-	-	-	-
Fines Management Feasibility Study	44	-	-	-	-
Gungahlin Joint Emergency Services Centre Future Use Study	30	-	-	-	-
Implement Strategic Priorities	915	-	-	-	-
Justice Reform Strategy	21	-	-	-	-
Jury Management System	100	-	-	-	-
Industrial Cleaning of ESA Facilities	93	-	-	-	-
Workers' Compensation Acquittal	900	-	-	-	-
2018-19 Budget Policy Decisions					
Better Government					
National Facial Biometric Matching Service	-	180	-	-	-
New Jury Management System	-	-	110	88	90
More services for our suburbs					
Equipment upgrades for first responders	-	152	153	125	127
New aerial pumper for ACT Fire & Rescue	-	-	103	106	108
Training more fire fighters	-	332	-	-	-
Keeping Canberrans safe in public places	-	136	174	36	-

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
More support for families and inclusion					
Additional Magistrate	-	1,060	995	1,009	1,024
Adoptions and Permanency	-	218	300	305	309
Better protective equipment for ACT firefighters	-	270	-	-	-
Better resourcing for the Alexander Maconochie Centre	-	2,505	3,460	3,510	3,561
Disability Justice Strategy	-	238	60	65	65
Drug and Alcohol Court	-	389	-	-	-
Expanding CBR NightCrew	-	340	329	357	349
Implementing the Commonwealth Redress Scheme for Institutional Child and Sexual Abuse	-	659	356	-	-
Improving ACT Coronial Services	-	309	522	531	540
Intensive Corrections Orders	-	1,968	2,006	2,045	-
More resources for the Director of Public Prosecutions	-	1,000	1,355	2,118	2,449
Reducing recidivism	-	955	-	-	-
Retrial of Mr David Eastman	-	4,359	-	-	-
Initiatives offset	-	-2,918	-423	-430	-454
2018-19 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	3,802
Revised Wage Parameters	-	2,528	5,960	9,820	13,042
Revised Superannuation Parameters	-	-634	-782	-784	-1,163
Revised Funding Profile					
Aboriginal and Torres Strait Islander Driver Licensing Evaluation	-6	6	-	-	-
Better support when it matters - Criminal law reforms	-44	44	-	-	-
Better support when it matters - Drug and Alcohol Court Establishment	-348	348	-	-	-
Better support when it matters - Implementing Moss Review recommendations	-811	811	-	-	-
Better support when it matters - Integrating the Winnunga Model of Care and enhancing health services in the Alexander Maconochie Centre	-732	732	-	-	-
Better support when it matters - Reducing alcohol-fuelled violence	-52	52	-	-	-
Better support when it matters - Retrial of Mr David Eastman	-2,855	2,855	-	-	-
ESA - City Station Feasibility Study	-400	400	-	-	-
Belconnen Fire and Ambulance Station Remediation	-1,067	1,067	-	-	-
Fines Management Scheme Feasibility	-194	194	-	-	-
Gungahlin Joint Emergency Services Centre - Future use study	-30	30	-	-	-
Implement Strategic Priorities	-480	480	-	-	-
Interlock Evaluation	-13	13	-	-	-
Justice Reform Strategy - Enhancing community corrections	-21	21	-	-	-
Learning Management System	-235	235	-	-	-
Natural Disaster Resilience Program	-1,305	1,305	-	-	-
Safer Families - Enhancing access to justice for non-English speakers	-230	230	-	-	-
Better support when it matters - Family Safety Hub	-177	177	-	-	-
Strategic Asset Management Plan	-200	200	-	-	-
Review of <i>Family Violence Act 2016</i>	-80	80	-	-	-
Commonwealth Grants - Provision of Fire Fighting Services	-	-	-	-	194
Commonwealth Grants - Legal Assistance Services	296	298	302	-	-

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Transfer - Better services in your community - More transparent government - from CMTEDD to JACS	954	864	-	-	-
Transfer - Belconnen Fire and Ambulance Station Remediation to CMTEDD	-	-1,067	-	-	-
Transfer - Greyhound Racing Grant Provision to CMTEDD	-1,033	-	-	-	-
Transfer - Office of Coordinator General Family Safety function to CSD	-1,344	-1,540	-1,536	-1,557	-1,586
Contribution to CSD - Enhancing access to justice for non-English speakers	-	-230	-	-	-
Contribution to EPSDD - Regular Aerial Imagery Acquisition Initiatives	-	-30	-30	-30	-
Contribution to CMTEDD - Aboriginal and Torres Strait Islander Identified Officer	-	-12	-15	-15	-15
ACT Road Safety Fund	-	22	-	-	-
Remuneration Tribunal	53	88	88	88	88
Remuneration Tribunal - Judiciary and Tribunal	128	159	159	159	159
Funding re-directed to Capital Injections - Courts Public Private Partnership	-3,520	-	-	-	-
Savings - Courts Public Private Partnership	-5,668	-2,055	-	373	676
Savings Adjustment	-	710	710	710	710
2018-19 Budget	269,768	310,269	310,021	316,397	321,938

Table 25: Changes to appropriation – Expenses on Behalf of the Territory

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	176,464	179,372	180,500	180,326	180,326
2nd Appropriation					
Better support when it matters - Drug and Alcohol Court Establishment	37	-	-	-	-
2018-19 Budget Policy Decisions					
More services for our suburbs					
More police	-	375	731	735	735
Strengthening Taskforce Nemesis	-	416	387	392	399
Upgrading mobile technology for ACT Policing	-	2,676	675	1,722	1,239
Keeping Canberrans safe in public places	-	98	99	-	-
More Support for families and inclusion					
Drug and Alcohol Court	-	37	-	-	-
Implementing the Commonwealth Redress Scheme for Institutional Child and Sexual Abuse	-	1,126	2,418	3,120	3,217
Retrial of Mr David Eastman	-	695	-	-	-
Upgrading ACT Policing facilities	-	-	-	15	33
Initiatives offset	-	-909	-224	-225	-225
2018-19 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	150
Remuneration Tribunal - Justice Pension Scheme	-8	-8	-8	-25	-25
Retiring Judge's Entitlements	73	270	270	270	270
Gambling and Racing	-245	-289	-315	-388	-462
Revised Funding Profile					
Better support when it matters - Equipping more ACT Police with TASERs	-667	-534	277	271	271
Better support when it matters - Retrial of Mr David Eastman	-695	695	-	-	-
Better support when it matters - Supporting careers in ACT Policing	-3,113	-884	-699	396	396
2018-19 Budget	171,846	183,136	184,111	186,609	186,324

Table 26: Changes to appropriation – Capital Injections, Controlled

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	42,302	7,694	5,900	6,124	6,124
2nd Appropriation					
Better support when it matters - Drug and Alcohol Court establishment	300	-	-	-	-
Better support when it matters - Integrating the Winnunga Model of Care and enhancing health services in the Alexander Maconochie Centre	2,011	2,011	-	-	-
Better support when it matters - More paramedics	-	542	-	-	-
Retiring Judge's Entitlements	450	-	-	-	-
FMA Section 16B Rollovers from 2016-17					
ACT Corrective Services - Accommodation fit out	793	-	-	-	-
ACT Corrective Services - Information Management	500	-	-	-	-
ACT Legislation Register Replacement	490	-	-	-	-
Alexander Maconochie Centre - Additional facilities	682	-	-	-	-
Better Infrastructure Fund	378	-	-	-	-
Courts Public Private Partnership (PPP)	826	-	-	-	-
Digital Canberra - New digital radio communication system	133	-	-	-	-
Emergency Services Agency Station Upgrade and Relocation - Aranda station	182	-	-	-	-
ESA - Station Relocation and Upgrade - Phase 2 Due Diligence	549	-	-	-	-
ESA Vehicle Replacement Program	256	-	-	-	-
Making Canberra Even Safer - Improved CCTV coverage	68	-	-	-	-
Reforming Emergency Services - Aero-medical services and hangar upgrade	386	-	-	-	-
Reforming Emergency Services - Fyshwick Fire and Rescue Station upgrade	400	-	-	-	-
Reforming Emergency Services - Guises Creek Rural Fire Station upgrade	105	-	-	-	-
Reforming Emergency Services - More ambulance services	149	-	-	-	-
Reforming Emergency Services - New SES station for Tuggeranong	74	-	-	-	-
Replacement of the Courts and Tribunal ICT Case Management System	754	-	-	-	-
Strengthening Emergency Services - Territory Radio Network upgrade - Phases 2 and 3	819	-	-	-	-
Strengthening Emergency Services Agency's Response Capability - Improving TRN & CAD replacement program	1,442	-	-	-	-
Victims of Crime Financial Assistance Scheme Reforms	68	-	-	-	-
2018-19 Budget Policy Decisions					
Better Government					
Human Rights Commission digital capability	-	465	92	-	-
New Jury Management System	-	523	257	-	-

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
More services for our suburbs					
Equipment upgrades for first responders	-	3,764	272	-	-
New aerial pumper for ACT Fire & Rescue	-	500	1,500	-	-
More Support for families and inclusion					
Better resourcing for the Alexander Maconochie Centre	-	1,875	541	-	-
More resources for the Director of Public Prosecutions Initiatives offsets	-	80	270	-	-
	-	-175	-	-	-
2018-19 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	41
Funding re-directed from Controlled Recurrent Payments - Courts Public Private Partnership	3,520	-	-	-	-
Revised Funding Profile					
ACT Corrective Services - Information Management	-6,002	998	5,004	-	-
ACT Legislation Register Replacement	-950	300	650	-	-
Alexander Maconochie Centre Detainee Industries and Activities Enhancement Project	-731	731	-	-	-
Better support when it matters - Drug and Alcohol Court Establishment	-34	34	-	-	-
Better support when it matters - Integrating the Winnunga Model of Care and enhancing health services in the Alexander Maconochie Centre	-2,011	-1,400	3,411	-	-
Better Support when it matters - More frontline firefighters - Second crew at Ainslie Station	-575	-	575	-	-
Better Support when it matters - Upgrading ESA communications centre and Non-Emergency Patient Transport facilities	-	-800	800	-	-
Courts Public Private Partnership (PPP) - (Formerly called ACT Court Facilities Early Works Package)	-6,900	4,100	2,800	-	-
Digital Canberra - New digital radio communication system	-449	90	359	-	-
ESA Station Relocation and Upgrade - Phase 2 Due Diligence	-870	174	696	-	-
ESA Vehicle Replacement Program	-797	-	1,913	-1,116	-
Reforming Emergency Services - Fyshwick Fire and Rescue Station upgrade	-60	60	-	-	-
Reforming Emergency Services - New SES station for Tuggeranong	-536	-	536	-	-
Replacement of the Courts and Tribunal ICT Case Management System	-2,175	773	1,402	-	-
Strengthening Emergency Services - Territory Radio Network upgrade - Phases 2 and 3	-7,202	1,440	5,762	-	-
Strengthening Emergency Services Agency's Response Capability - Improving TRN and CAD replacement program	-694	139	555	-	-
Savings - Better Infrastructure Fund	-	-136	-	-	-
Savings - Better support when it matters - Drug and Alcohol Court Establishment	-266	-	-	-	-
Savings - Courts Public Private Partnership	-769	-280	-	-	-
Revised Wage Parameters	-	900	-	-	-
2018-19 Budget	26,616	24,402	33,295	5,008	6,165

Table 27: Changes to appropriation – Capital Injections, Territorial

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	1,270	1,254	278	285	285
2018-19 Budget Policy Decisions					
<i>More services for our suburbs</i>					
Upgrading ACT Policing facilities	-	1,548	470	-	-
Keeping Canberrans safe in public places	-	415	60	-	-
2018-19 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	-	7
Revised Funding Profile - Better Support when it matters - Enhanced security for ACT Policing	-	-500	500	-	-
2018-19 Budget	1,270	2,717	1,308	285	292

Summary of 2018-19 Infrastructure Program

Table 28: 2018-19 Justice and Community Safety Directorate Infrastructure Program

Project	2018-19	2019-20	2020-21	2021-22	Four Year Investment	Physical Completion Date
	\$'000	\$'000	\$'000	\$'000	\$'000	
CAPITAL WORKS PROGRAM						
New Work						
Better Government - Human Rights Commission digital capability	465	92	-	-	557	Dec-19
Better Government - New Jury Management System	523	257	-	-	780	Dec-19
More services for our suburbs - Equipment upgrades for first responders	3,764	272	-	-	4,036	Jun-20
More services for our suburbs - Keeping Canberrans safe in public places	415	60	-	-	475	May-20
More services for our suburbs - New aerial pumper for ACT Fire & Rescue	500	1,500	-	-	2,000	Jun-20
More services for our suburbs - Upgrading ACT Policing facilities	1,548	470	-	-	2,018	Jun-20
More support for families and inclusion - Better resourcing for the Alexander Maconochie Centre	1,875	541	-	-	2,416	Jun-20
More support for families and inclusion - More resources for the Director of Public Prosecutions	80	270	-	-	350	Dec-19
Total New Capital	9,170	3,462	-	-	12,632	
Work In Progress						
ACT Corrective Services - Information Management	998	5,004	-	-	6,002	Jun-19
ACT Legislation Register Replacement	774	650	-	-	1,424	Jun-19
Alexander Maconochie Centre Detainee Industries and Activities Enhancement Project	731	-	-	-	731	Jun-19
Better support when it matters - Drug and Alcohol Court Establishment	34	-	-	-	34	Sep-18
Better Support when it matters - Enhanced security for ACT Policing	483	500	-	-	983	Jun-19
Better support when it matters - Integrating the Winnunga Model of Care and enhancing health services in the Alexander Maconochie Centre	611	3,411	-	-	4,022	Jun-20
Better support when it matters - More frontline firefighters - Second crew at Ainslie Station	-	575	-	-	575	Jun-20
Better Support When It Matters - More Paramedics	542	-	-	-	542	Jun-19
Better support when it matters - Upgrading ESA communications centre and Non-Emergency Patient Transport facilities	650	800	-	-	1,450	Jun-19
Courts Public Private Partnership (PPP)- (Formerly called ACT Court Facilities Early Works Package)	4,281	2,800	-	-	7,081	Jun-19
Digital Canberra - New digital radio communication system	90	359	-	-	449	Dec-18
ESA - City Station Feasibility Study	400	-	-	-	400	Jun-19
ESA - Station Relocation and Upgrade - Phase 2 Due Diligence	174	696	-	-	870	Jun-19

Project	2018-19	2019-20	2020-21	2021-22	Four Year Investment	Physical Completion Date
	\$'000	\$'000	\$'000	\$'000	\$'000	
ESA Urban Search and Rescue and Chemical, Biological, Radiological and Nuclear Equipment Replacement	111	111	111	111	444	Ongoing
ESA Vehicle Replacement Program	2,011	3,924	895	2,011	8,841	Ongoing
Gungahlin Joint Emergency Services Centre - Future use study	30	-	-	-	30	Jun-19
Reforming Emergency Services - Fyshwick Fire and Rescue Station upgrade	60	-	-	-	60	Jun-18
Reforming Emergency Services - New SES station for Tuggeranong	-	536	-	-	536	Jun-18
Replacement of the Courts and Tribunal ICT Case Management System	598	1,402	-	-	2,000	Jun-19
Strengthening Emergency Services - Territory Radio Network upgrade - Phases 2 and 3	1,440	5,762	-	-	7,202	Jun-19
Strengthening Emergency Services Agency's Response Capability - Improving TRN and CAD replacement program	139	555	-	-	694	Jun-19
Total Work In Progress	14,157	27,085	1,006	2,122	44,370	
Better Infrastructure Fund						
Directorate Projects	1,407	1,581	1,621	1,662	6,271	Jun-19
Territorial Projects	271	278	285	292	1,126	Jun-19
Total Better Infrastructure Fund	1,678	1,859	1,906	1,954	7,397	
Total Infrastructure Program	25,005	32,406	2,912	4,076	64,399	
Public Private Partnership						
Courts PPP	1,644	2,197	2,381	2,381	8,603	n/a

Financial Statements

Table 29: Justice and Community Safety Directorate: Operating Statement

2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget	Var %	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000
Income						
Revenue						
281,299	269,768	310,269	15	310,021	316,397	321,938
16,172	19,740	16,400	-17	16,784	17,319	17,841
399	2,968	406	-86	413	426	427
10,574	10,896	11,119	2	11,139	11,451	11,798
308,444	303,372	338,194	11	338,357	345,593	352,004
Gains						
0	1,925	0	-100	0	0	0
0	1,925	0	-100	0	0	0
308,444	305,297	338,194	11	338,357	345,593	352,004
Expenses						
186,847	199,826	200,243	-	204,635	209,771	214,528
27,193	27,536	28,234	3	28,635	29,659	29,998
81,765	76,179	95,234	25	90,728	93,050	94,335
30,416	23,917	33,641	41	36,784	37,633	37,633
5,982	6,027	4,114	-32	1,933	787	1,001
5,343	21	10,742	#	12,735	12,551	12,351
2,138	5,388	2,169	-60	2,227	2,304	2,304
339,684	338,894	374,377	10	377,677	385,755	392,150
-31,240	-33,597	-36,183	-8	-39,320	-40,162	-40,146
-31,240	-33,597	-36,183	-8	-39,320	-40,162	-40,146

Table 30: Justice and Community Safety Directorate: Balance Sheet

Budget at 30/6/18 \$'000	2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000	
Current Assets							
11,419	Cash and Cash Equivalents	11,161	9,947	-11	8,792	8,623	8,442
12,842	Receivables	9,247	9,284	-	9,321	8,358	7,395
40,393	Capital Works in Progress	26,322	25,233	-4	13,561	6,789	17
2,642	Other Assets	2,746	2,746	-	2,746	2,746	2,746
67,296	Total Current Assets	49,476	47,210	-5	34,420	26,516	18,600
Non Current Assets							
453,118	Property, Plant and Equipment	366,914	514,376	40	505,926	480,876	458,749
43,733	Intangible Assets	16,473	17,778	8	32,491	29,585	26,679
496,851	Total Non Current Assets	383,387	532,154	39	538,417	510,461	485,428
564,147	TOTAL ASSETS	432,863	579,364	34	572,837	536,977	504,028
Current Liabilities							
9,543	Payables	5,627	5,841	4	6,055	5,493	4,233
2,278	Finance Leases	23	2,220	#	2,404	2,604	2,655
73,752	Employee Benefits	80,978	81,998	1	83,956	85,900	87,823
336	Other Provisions	424	497	17	570	643	716
620	Other Liabilities	1,418	1,418	-	1,418	1,418	1,418
86,529	Total Current Liabilities	88,470	91,974	4	94,403	96,058	96,845
Non Current Liabilities							
108,569	Finance Leases	102	155,791	#	154,102	152,560	153,279
3,279	Employee Benefits	2,778	2,559	-8	2,355	2,144	1,926
1,877	Other Provisions	2,838	2,146	-24	1,108	500	244
113,725	Total Non Current Liabilities	5,718	160,496	#	157,565	155,204	155,449
200,254	TOTAL LIABILITIES	94,188	252,470	168	251,968	251,262	252,294
363,893	NET ASSETS	338,675	326,894	-3	320,869	285,715	251,734
REPRESENTED BY FUNDS EMPLOYED							
303,903	Accumulated Funds	279,128	267,347	-4	261,322	226,168	192,187
59,990	Asset Revaluation Surplus	59,547	59,547	-	59,547	59,547	59,547
363,893	TOTAL FUNDS EMPLOYED	338,675	326,894	-3	320,869	285,715	251,734

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

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
	Opening Equity						
292,841	Opening Accumulated Funds	286,109	279,128	-2	267,347	261,322	226,168
59,990	Opening Asset Revaluation Reserve	59,547	59,547	-	59,547	59,547	59,547
352,831	Balance at the Start of the Reporting Period	345,656	338,675	-2	326,894	320,869	285,715
	Comprehensive Income						
-31,240	Operating Result - Including Economic Flows	-33,597	-36,183	-8	-39,320	-40,162	-40,146
-31,240	Total Comprehensive Income	-33,597	-36,183	-8	-39,320	-40,162	-40,146
0	Total Movement in Reserves	0	0	-	0	0	0
	Transactions Involving Owners Affecting Accumulated Funds						
42,302	Capital Injections	26,616	24,402	-8	33,295	5,008	6,165
42,302	Total Transactions Involving Owners Affecting Accumulated Funds	26,616	24,402	-8	33,295	5,008	6,165
	Closing Equity						
303,903	Closing Accumulated Funds	279,128	267,347	-4	261,322	226,168	192,187
59,990	Closing Asset Revaluation Reserve	59,547	59,547	-	59,547	59,547	59,547
363,893	Balance at the end of the Reporting Period	338,675	326,894	-3	320,869	285,715	251,734

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

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
281,299	Controlled Recurrent Payments	269,768	310,269	15	310,021	316,397	321,938
15,007	User Charges	18,575	15,036	-19	15,252	15,712	16,234
24,385	Other	22,707	25,084	10	25,220	26,543	26,891
320,691	Operating Receipts	311,050	350,389	13	350,493	358,652	365,063
Payments							
186,764	Employee	193,458	199,408	3	202,848	208,005	212,790
27,193	Superannuation	27,424	28,236	3	28,637	29,658	29,997
80,956	Supplies and Services	75,368	94,418	25	89,911	91,531	92,816
5,982	Grants and Purchased Services	6,027	4,114	-32	1,933	787	1,001
5,566	Borrowing Costs	244	10,971	#	12,964	12,780	12,580
15,385	Other	15,385	15,356	-	15,355	15,355	15,355
321,846	Operating Payments	317,906	352,503	11	351,648	358,116	364,539
-1,155	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-6,856	-2,114	69	-1,155	536	524
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
0	Investing Receipts	0	0	-	0	0	0
Payments							
18,431	Purchase of Property, Plant and Equipment	14,786	17,361	17	18,360	5,400	6,557
23,871	Purchase of Land and Intangibles	11,380	6,141	-46	14,935	313	313
42,302	Investing Payments	26,166	23,502	-10	33,295	5,713	6,870
-42,302	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-26,166	-23,502	10	-33,295	-5,713	-6,870
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
42,302	Capital Injections	26,616	24,402	-8	33,295	5,008	6,165
42,302	Financing Receipts	26,616	24,402	-8	33,295	5,008	6,165
Payments							
0	Financing Payments	0	0	-	0	0	0
42,302	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	26,616	24,402	-8	33,295	5,008	6,165
-1,155	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	-6,406	-1,214	81	-1,155	-169	-181
12,574	CASH AT THE BEGINNING OF REPORTING PERIOD	17,567	11,161	-36	9,947	8,792	8,623
11,419	CASH AT THE END OF REPORTING PERIOD	11,161	9,947	-11	8,792	8,623	8,442

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- controlled recurrent payments:
 - the decrease of \$11.531 million in the 2017-18 estimated outcome from the original budget is mainly due to the net rollovers of program funding (\$4.731 million), savings associated with the delay in the construction of the new ACT Law Courts through the public private partnership (PPP) contract (\$5.668 million) and the transfer of the function of the Co-ordinator-General for Family Safety to the Community Services Directorate (CSD) from July 2017 (\$1.344 million); and
 - the increase of \$40.501 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to new 2018-19 initiatives (\$10.423 million), net rollovers (\$7.887 million) and net impact of prior years' initiatives and other net adjustments.
- user charges: the increase of \$3.568 million in the 2017-18 estimated outcome and the decrease of \$3.340 million in the 2018-19 Budget are mainly due to higher than expected client funded services by the ACT Government Solicitor's Office in 2017-18.
- resources received free of charge: the increase of \$2.569 million in the 2017-18 estimated outcome and the decrease of \$2.562 million in the 2018-19 Budget are due to the new payment arrangement for workers compensation premium in 2017-18.
- other gains: the increase of \$1.925 million in the 2017-18 estimated outcome from the original budget is mainly due to the supplementary funding received from the ACT & South East Aero-medical Service Ltd for works at ESA Hume facility.
- employee expenses:
 - the increase of \$12.979 million in the 2017-18 estimated outcome from the original budget is mainly due to 2017-18 supplementary appropriation (\$2.530 million), workers compensation premium increase (\$2.569 million), wage agreement increases (\$1.577 million), higher wages and salaries expenses associated with client funded services for the ACT Government Solicitor's Office and realignment of wages and salaries expenses to expected outcome; and
 - the increase of \$0.417 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to new initiatives (\$5.977 million), wage agreement increases (\$1.476 million); partially offset by net impact of prior years' initiatives and other net adjustments.

- supplies and services:
 - the decrease of \$5.586 million in the 2017-18 estimated outcome from the original budget is mainly due to savings associated with the delay in the construction of the new ACT Law Courts through a public private partnership (PPP) contract (\$3.9 million), net rollovers (\$4.011 million), partially offset by realignment of supplies and services to expected outcome; and
 - the increase of \$19.055 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to new initiatives (\$3.778 million) and net rollovers of program funding (\$9.261 million); partially offset by net impact of prior year initiatives, saving measures and other adjustments.
- depreciation and amortisation:
 - decrease of \$6.499 million in the 2017-18 estimated outcome from the original budget is mainly due to the re-profiling of capital works projects to 2018-19 and the delay in the construction of the new ACT Law Courts through a PPP contract; and
 - the increase of \$9.724 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the expected completion of capital works and asset purchases.
- grants and purchased services: the decrease of \$1.913 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the one-off reclassification of expenses from supplies and services in 2017-18.
- borrowing cost: the decrease of \$5.322 million in the 2017-18 estimated outcome from the original budget and the increase of \$10.721 million in the 2018-19 Budget are mainly due to interest expense savings in 2017-18 associated with the delay in Courts PPP.
- other expenses: the increase of \$3.250 million in the 2017-18 estimated outcome from the original budget and the decrease of \$3.219 million in the 2018-19 Budget are mainly due to the transfer of the Belconnen Fire and Ambulance Station to Chief Minister, Treasury and Economic Development Directorate in 2017-18.

Balance Sheet

- cash and equivalents: the decrease of \$1.214 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the changes in cash flow timing between financial years.
- receivables: the decrease of \$3.595 million in the 2017-18 estimated outcome from the original budget is mainly due to the flow-on impact of higher receivables relating to recoveries in the prior year.
- capital works in progress: the decrease of \$14.071 million in the 2017-18 estimated outcome from the original budget is due to the 2016-17 audited outcome flow-on effects and net capital project rollovers.

- non current assets:
 - the decrease of \$113.464 million in the 2017-18 estimated outcome from the original budget is mainly due to net 2016-17 audited outcome flow-on effects, delay in Courts PPP and capital project rollovers; and
 - the increase of \$148.767 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the completion of the new ACT Law Courts through a PPP contract, new initiatives and the re-profiling of capital projects to the 2018-19 financial year.
- payables: the decrease of \$3.916 million in the 2017-18 estimated outcome from the original budget is mainly due to the 2016-17 audited outcome flow-on effects.
- current and non current finance leases: the decrease of \$110.722 million in the 2017-18 estimated outcome from the original budget and the increase of \$157.886 million in the 2018-19 Budget from the 2017-18 estimated outcome are mainly due to liability for the Courts PPP commitments associated with the delay in construction and operation of the new ACT Law Court facility.
- current and non current employee benefits: the increase of \$6.725 million in the 2017-18 estimated outcome from original budget is mainly due to the 2016-17 audited outcome flow-on effects (\$2.895 million), wage agreement increases and higher workers' compensation and judges' long leave liability expected in 2017-18.

Statement of Changes in Equity

- capital injections:
 - the decrease of \$15.686 million in the 2017-18 estimated outcome from the original budget is mainly due to capital project rollovers and savings; and
 - the decrease of \$2.214 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the completion of capital projects, partially offset by net rollover of capital projects from 2017-18 and new 2018-19 capital initiatives.

Cash Flow Statement

Variations in the Statement are explained in the notes above.

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

2017-18 Budget		2017-18 Estimated Outcome	2018-19 Budget	Var %	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
Revenue							
176,464	Payment for Expenses on Behalf of the Territory	171,846	183,136	7	184,111	186,609	186,324
5,326	Taxes, Fees and Fines	6,390	6,675	4	6,102	6,450	6,629
2,686	Other Revenue	3,259	2,686	-18	2,690	2,694	2,700
184,476	Total Revenue	181,495	192,497	6	192,903	195,753	195,653
184,476	Total Income	181,495	192,497	6	192,903	195,753	195,653
Expenses							
1,291	Employee Expenses	1,356	1,553	15	1,553	1,553	1,553
167,570	Supplies and Services	163,132	174,096	7	174,921	177,266	177,065
2,460	Depreciation and Amortisation	2,196	2,460	12	2,828	3,023	3,023
7,603	Grants and Purchased Services	7,358	7,487	2	7,637	7,789	7,945
514	Other Expenses	514	514	-	514	514	514
7,498	Transfer Expenses	9,135	8,847	-3	8,278	8,631	8,576
186,936	Total Expenses	183,691	194,957	6	195,731	198,776	198,676
-2,460	Operating Result	-2,196	-2,460	-12	-2,828	-3,023	-3,023
-2,460	Total Comprehensive Income	-2,196	-2,460	-12	-2,828	-3,023	-3,023

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

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
Current Assets							
153	Cash and Cash Equivalents	168	168	-	168	168	168
3,604	Receivables	3,892	3,892	-	3,892	3,892	3,892
0	Capital Works in Progress	1,350	3,381	150	344	344	344
3,757	Total Current Assets	5,410	7,441	38	4,404	4,404	4,404
Non Current Assets							
71,048	Property, Plant and Equipment	71,469	69,695	-2	71,212	68,474	65,743
1,267	Capital Works in Progress	0	0	-	0	0	0
72,315	Total Non Current Assets	71,469	69,695	-2	71,212	68,474	65,743
76,072	TOTAL ASSETS	76,879	77,136	-	75,616	72,878	70,147
Current Liabilities							
210	Payables	220	220	-	220	220	220
3	Employee Benefits	8	8	-	8	8	8
2,936	Other Liabilities	3,222	3,222	-	3,222	3,222	3,222
3,149	Total Current Liabilities	3,450	3,450	-	3,450	3,450	3,450
Non Current Liabilities							
0	Total Non Current Liabilities	0	0	-	0	0	0
3,149	TOTAL LIABILITIES	3,450	3,450	-	3,450	3,450	3,450
72,923	NET ASSETS	73,429	73,686	-	72,166	69,428	66,697
REPRESENTED BY FUNDS EMPLOYED							
49,214	Accumulated Funds	49,720	49,977	1	48,457	45,719	42,988
23,709	Asset Revaluation Surplus	23,709	23,709	-	23,709	23,709	23,709
72,923	TOTAL FUNDS EMPLOYED	73,429	73,686	-	72,166	69,428	66,697

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

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
	Opening Equity						
50,404	Opening Accumulated Funds	50,646	49,720	-2	49,977	48,457	45,719
23,709	Opening Asset Revaluation Reserve	23,709	23,709	-	23,709	23,709	23,709
74,113	Balance at the Start of the Reporting Period	74,355	73,429	-1	73,686	72,166	69,428
	Comprehensive Income						
-2,460	Operating Result - Including Economic Flows	-2,196	-2,460	-12	-2,828	-3,023	-3,023
-2,460	Total Comprehensive Income	-2,196	-2,460	-12	-2,828	-3,023	-3,023
0	Total Movement in Reserves	0	0	-	0	0	0
	Transactions Involving Owners Affecting Accumulated Funds						
1,270	Capital Injections	1,270	2,717	114	1,308	285	292
1,270	Total Transactions Involving Owners Affecting Accumulated Funds	1,270	2,717	114	1,308	285	292
	Closing Equity						
49,214	Closing Accumulated Funds	49,720	49,977	1	48,457	45,719	42,988
23,709	Closing Asset Revaluation Reserve	23,709	23,709	-	23,709	23,709	23,709
72,923	Balance at the end of the Reporting Period	73,429	73,686	-	72,166	69,428	66,697

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

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
176,464	Payment for Expenses on Behalf of the Territory	171,846	183,136	7	184,111	186,609	186,324
5,126	Taxes, Fees and Fines	6,190	6,475	5	5,902	6,250	6,429
3,260	Other	3,833	3,260	-15	3,264	3,268	3,274
184,850	Operating Receipts	181,869	192,871	6	193,277	196,127	196,027
Payments							
1,291	Employee	1,356	1,553	15	1,553	1,553	1,553
167,570	Supplies and Services	163,132	174,096	7	174,921	177,266	177,065
7,603	Grants and Purchased Services	7,358	7,487	2	7,637	7,789	7,945
7,812	Transfer of Territory Receipts to the ACT Government	9,449	9,161	-3	8,592	8,945	8,890
574	Other	574	574	-	574	574	574
184,850	Operating Payments	181,869	192,871	6	193,277	196,127	196,027
0	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	0	0	-	0	0	0
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
1,270	Purchase of Property, Plant and Equipment	1,270	2,717	114	1,308	285	292
1,270	Investing Payments	1,270	2,717	114	1,308	285	292
-1,270	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-1,270	-2,717	-114	-1,308	-285	-292
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
1,270	Capital Injections	1,270	2,717	114	1,308	285	292
1,270	Financing Receipts	1,270	2,717	114	1,308	285	292
1,270	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	1,270	2,717	114	1,308	285	292
0	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	0	0	-	0	0	0
153	CASH AT THE BEGINNING OF REPORTING PERIOD	168	168	-	168	168	168
153	CASH AT THE END OF REPORTING PERIOD	168	168	-	168	168	168

Notes to the Territorial Budget Statements

Significant variations are as follows:

Statement of Income and Expenses on behalf of the Territory

- payment for expenses on behalf of the Territory:
 - the decrease of \$4.618 million in the 2017-18 estimated outcome from the original budget is mainly due to net re-profiling of program funding to 2018-19 (\$4.475 million) and
 - the increase of \$11.290 million from the 2017-18 estimated outcome is mainly due to new budget initiatives (\$5.325 million), net impact of prior years' initiatives, rollovers of program funding from 2017-18 and other net adjustments.
- taxes, fees and fines: the increase of \$1.064 million in the 2017-18 estimated outcome from the original budget is mainly due to higher than expected court imposed traffic infringement fines and fees for regulatory services.
- supplies and services:
 - the decrease of \$4.438 million in the 2017-18 estimated outcome is mainly due to net rollovers of program funding to 2018-19 (\$4.475 million); and
 - the increase of \$10.964 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to new budget initiatives (\$5.325 million), net impact of prior years' initiatives, rollovers of program funding from 2017-18 and other net adjustments.
- transfer expenses: the increase of \$1.637 million in the 2017-18 estimated outcome from the original budget is mainly due to higher estimated Territorial revenue from fees and fines in 2017-18 as explained above.

Statement of Assets and Liabilities on Behalf of the Territory

- capital works in progress:
 - the increase of \$1.350 million in the current assets 2017-18 estimated outcome from the original budget is mainly due to the re-classification of capital works in progress from non-current asset to current asset; and
 - the increase of \$2.031 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the 2018-19 budget initiative (\$1.548 million) and net rollover of program funding from 2017-18.
- property, plant and equipment: the decrease of \$1.774 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to 2018-19 depreciation partially offset by the 2018-19 budget initiative.

Statement of Cash Flows on Behalf of the Territory

Variations in the Statement are explained in the notes above.

Table 37: Output Class 1: Justice Services Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Revenue							
56,688	Controlled Recurrent Payments	55,207	60,273	9	53,922	54,513	56,002
4,445	User Charges	7,848	4,534	-42	4,666	4,809	4,949
0	Resources Received Free of Charge	231	0	-100	0	0	0
1,192	Other Revenue	1,216	1,328	9	1,183	1,220	1,258
62,325	Total Revenue	64,502	66,135	3	59,771	60,542	62,209
Gains							
0	Total Gains	0	0	-	0	0	0
62,325	Total Income	64,502	66,135	3	59,771	60,542	62,209
Expenses							
34,465	Employee Expenses	40,435	37,561	-7	37,047	38,382	39,564
5,452	Superannuation Expenses	5,815	5,879	1	5,745	6,012	6,061
17,129	Supplies and Services	16,270	19,698	21	16,094	16,413	16,818
2,915	Depreciation and Amortisation	1,939	2,144	11	2,239	2,274	2,274
5,891	Grants and Purchased Services	4,667	4,024	-14	1,843	695	713
12	Borrowing Costs	12	12	-	12	12	12
20	Other Expenses	20	57	185	58	60	60
65,884	Total Ordinary Expenses	69,158	69,375	-	63,038	63,848	65,502
-3,559	Operating Result	-4,656	-3,240	30	-3,267	-3,306	-3,293

Table 38: Output Class 2: Corrective Services Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Revenue							
68,771	Controlled Recurrent Payments	69,615	78,845	13	80,080	81,306	81,211
0	Resources Received Free of Charge	848	0	-100	0	0	0
56	Other Revenue	200	58	-71	59	61	63
68,827	Total Revenue	70,663	78,903	12	80,139	81,367	81,274
Gains							
0	Total Gains	0	0	-	0	0	0
68,827	Total Income	70,663	78,903	12	80,139	81,367	81,274
Expenses							
46,321	Employee Expenses	47,252	51,830	10	53,128	53,765	54,275
5,354	Superannuation Expenses	5,356	5,899	10	6,009	6,151	6,109
17,388	Supplies and Services	18,609	21,653	16	21,460	21,845	21,228
9,080	Depreciation and Amortisation	9,180	9,413	3	10,897	11,206	11,206
90	Grants and Purchased Services	514	90	-82	90	92	94
78,233	Total Ordinary Expenses	80,911	88,885	10	91,584	93,059	92,912
-9,406	Operating Result	-10,248	-9,982	3	-11,445	-11,692	-11,638

Table 39: Output Class 3: Courts and Tribunal Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Revenue							
39,221	Controlled Recurrent Payments	28,777	49,809	73	51,391	52,808	54,037
960	User Charges	956	987	3	1,015	1,047	1,077
399	Resources Received Free of Charge	707	406	-43	413	426	427
6,989	Other Revenue	6,763	7,400	9	7,535	7,737	7,964
47,569	Total Revenue	37,203	58,602	58	60,354	62,018	63,505
Gains							
0	Total Gains	0	0	-	0	0	0
47,569	Total Income	37,203	58,602	58	60,354	62,018	63,505
Expenses							
23,848	Employee Expenses	27,075	25,673	-5	25,695	26,278	26,938
3,066	Superannuation Expenses	3,175	3,135	-1	3,083	3,196	3,258
16,295	Supplies and Services	10,124	20,490	102	20,135	21,141	21,966
5,539	Depreciation and Amortisation	3,916	8,208	110	9,140	9,166	9,166
0	Grants and Purchased Services	154	0	-100	0	0	0
5,288	Borrowing Costs	0	10,687	#	12,680	12,495	12,295
54,036	Total Ordinary Expenses	44,444	68,193	53	70,733	72,276	73,623
-6,467	Operating Result	-7,241	-9,591	-32	-10,379	-10,258	-10,118

Table 40: Output Class 4: Emergency Services Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Revenue							
116,619	Controlled Recurrent Payments	116,169	121,342	4	124,628	127,770	130,688
10,767	User Charges	10,936	10,879	-1	11,103	11,463	11,815
0	Resources Received Free of Charge	1,182	0	-100	0	0	0
2,337	Other Revenue	2,717	2,333	-14	2,362	2,433	2,513
129,723	Total Revenue	131,004	134,554	3	138,093	141,666	145,016
Gains							
0	Other Gains	1,925	0	-100	0	0	0
0	Total Gains	1,925	0	-100	0	0	0
129,723	Total Income	132,929	134,554	1	138,093	141,666	145,016
Expenses							
82,213	Employee Expenses	85,064	85,179	-	88,765	91,346	93,751
13,321	Superannuation Expenses	13,190	13,321	1	13,798	14,300	14,570
30,953	Supplies and Services	31,176	33,393	7	33,039	33,651	34,323
12,882	Depreciation and Amortisation	8,882	13,876	56	14,508	14,987	14,987
1	Grants and Purchased Services	692	0	-100	0	0	194
43	Borrowing Costs	9	43	378	43	44	44
2,118	Other Expenses	5,368	2,112	-61	2,169	2,244	2,244
141,531	Total Ordinary Expenses	144,381	147,924	2	152,322	156,572	160,113
-11,808	Operating Result	-11,452	-13,370	-17	-14,229	-14,906	-15,097

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LEGAL AID COMMISSION (ACT)

Legal Aid Commission (ACT) - Statement of Intent

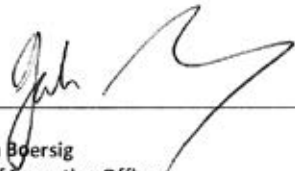
The Legal Aid Commission (ACT) is a Territory Authority established under the *Legal Aid Act 1977*.

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

The responsible Minister, Mr Gordon Ramsay MLA, was consulted during the preparation of the Statement of Intent.

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

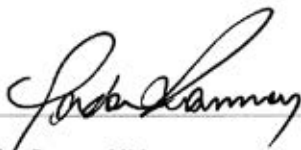
The Legal Aid Commission (ACT) 2018-19 Statement of Intent has been agreed between:



John Boersig
Chief Executive Officer
Legal Aid Commission (ACT)



Andrew Barr MLA
Treasurer



Gordon Ramsay MLA
Attorney-General

LEGAL AID COMMISSION (ACT)

Purpose

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

Nature and scope of activities

General activities

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

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

Following negotiations between the Territory and Commonwealth Governments a National Partnership Agreement (NPA) 2015-2020 came into force. This NPA brought a number of changes, and in light of this agreement the services offered by the Commission are described below. The current NPA is due to cease at the end of 2019-20.

Discrete Assistance

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

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

Information Services

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

An Information Service involves a direct communication and/or a provision of material by the Commission to a service user. Information Services do not include administrative tasks

such as booking appointments for legal advice sessions or information obtained from the Commission's website.

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

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

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

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

Referral

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

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

Legal Advice

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

Legal advice is specific advice of a legal nature concerning a person's individual circumstances. It includes analysis of the options available to a person to resolve a legal matter. Legal advice is provided free of charge in face-to-face interviews arranged through the Commission's Legal Aid Helpdesk, at specialist Legal Aid Clinics (such as migration, employment, and small business clinics), the Youth Law Centre and at outreach services such as the Prisoners Legal Service, the Hospital and at Communities at Work.

Legal Advice services are usually limited to half an hour but may be extended for up to two hours at the discretion of the adviser. Legal Advice is provided free of charge in relation to a range of legal matters, including:

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

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

Non-Legal Support

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

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

Legal Task

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

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

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

Facilitated Resolution Process

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

A Facilitated Resolution Process is where the Commission conducts an activity (for example a conference) to assist the parties to resolve or narrow issues in dispute. Generally, a

Facilitated Resolution Process will involve a screening process and the provision of an independent, suitably qualified professional to facilitate resolution of the issues in dispute.

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

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

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

Duty Lawyer Services

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

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

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

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

Representation

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

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

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

There are three service types within this service category.

Dispute Resolution

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

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

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

Court/Tribunal Service

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

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

Other Representation

Other Representation services relates to any matter where the Commission:

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

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

Community Legal Education

Community Legal Education (CLE) is the provision of information and education to members of the community (especially vulnerable and disadvantaged people) on an individual or group basis concerning the law and legal processes and the place of these in the structure of society. The 'community' may be defined geographically, by issue or by need. Effective CLE sets out to ensure that people understand and apply the knowledge in ways that benefit their behaviours, decisions and life outcomes. CLE increases the ability of an individual or community to understand and critically assess the impact of the legal system on them and their ability to deal with and use the law and the legal system.

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

- awareness and understanding about the law and how to identify, prevent and deal with problems; and
- awareness of the help available from legal and support services.

There are two service types within this service category.

Community Legal Education Resources

CLE Resources involve the development or substantial amendment of publications and resources that provide information about the law and legal system, legal and support services and guidance for identifying, preventing or dealing with particular legal problems.

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

CLE Resources may be developed to be delivered via a variety of media including:

- printed/hard copy;
- audio products;
- DVD/video;
- web based; and
- workshops or presentations.

Community Legal Education Activities

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

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

The Commission's CLE programs include training the staff of organisations that assist vulnerable and disadvantaged members of the community in how to recognise when their clients have legal problems and where to refer them for help, as well as targeted

information sessions on a range of specific legal issues. CLE sessions are held on the Commission's premises, and provided at schools, community centres and community organisations.

Law Reform

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

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

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

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

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

New Initiatives

More support for families and inclusion – Additional Magistrate

The ACT Government will provide additional baseline funding to improve access to justice in the Territory to assist disadvantaged and vulnerable people in need of legal representation. This initiative supports cost pressures associated with the increased demands of an expanded judiciary including the proposed appointment of an eighth magistrate.

More support for families and inclusion – Drug and Alcohol Court

The ACT Government will provide funding for the preparatory work to establish a drug and alcohol court with a view to reducing or eliminating drug and alcohol dependency, and reducing related criminal activities.

More support for families and inclusion – Preventing and responding to elder abuse

The Government will establish a 'Seniors Rights Service' as part of the Legal Aid Commission (ACT) to provide targeted services to older Canberrans who are experiencing, or are vulnerable to, elder abuse.

More support for families and inclusion – Retrial of Mr David Eastman

The ACT Government will provide funding to Legal Aid ACT to cover the retrial of the matter of Mr David Eastman for the murder of Mr Colin Winchester.

Risks

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

Demand on legal aid services is growing, in part as a reflection of the increase in the Territory population but also due to a greater appreciation of the need for legal assistance across the community. In order to support the demands of the Territory's client basis, Legal Aid has promoted its business and conducted a large number of Community Legal Education activities (seminars, brochures, newsletters, posters etc).

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

Escalating advances in IT and the heightened risk of cyber-attack require an urgent upgrade of the Commission's information systems. This will require a significant capital investment in a future budget.

2018-19 priorities and next three financial years¹

The Commission's priorities for 2018-19 and across the out years are to:

- support victims of family and domestic violence through the provision of legal assistance services;
- improve the provision of legal assistance services to the Aboriginal and Torres Strait Islander communities and other culturally and linguistically diverse communities;
- provide support to victims of elder abuse in line with Government priorities;
- develop and implement legal education programs tailored to the needs of people experiencing a high incidence of adverse legal events, and those working in community organisations that assist them;
- promote the prevention of legal problems by providing timely information about the law and legal processes and referring people to other legal or non-legal services where necessary to meet their needs;
- promote the early resolution of legal problems through providing legal advice, advocacy, minor legal assistance and dispute resolution services;
- advise and assist people appearing unrepresented before courts and tribunals, particularly those persons experiencing family violence;
- provide legal representation to people in need to enable them to assert or defend their legal rights; and
- upgrade the Commission's information systems to reduce the level of risk associated with cyber attacks.

¹ A reduction of \$4.946m in Commonwealth funding to legal assistance services from 2020-21 reflects the expiry of the *National Partnership Agreement on Legal Assistance Services* on 30 June 2020. The Commission anticipates that these figures will be updated following the finalisation of negotiations of a new National Partnership Agreement.

Estimated employment level and employment profile

Table 1: Estimated employment level

	2016-17 Actual Outcome	2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget
Staffing (FTE)	75.6 ¹	77	82.8 ¹	83.5

Note:

1. The FTE for the 2016-17 Actual Outcome and 2017-18 Estimated Outcome is the average for the full year, rather than simply at a point in time.

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

An estimated staffing breakdown by classification and gender for the 2018-19 budget year is outlined below.

Table 2: 2018-19 employment profile

Classification	Male ¹	Female ¹	Total ¹
ASO1	0.0	0.0	0.0
ASO2	7.6	10.9	18.5
ASO3	1.0	3.8	4.8
ASO4	2.0	8.4	10.4
ASO5	0.0	0.0	0.0
ASO6	0.0	0.8	0.8
SOG C	1.0	0.0	1.0
SOG B	1.0	1.0	2.0
SOG A	1.0	0.0	1.0
Legal 1	6.0	17.2	23.2
Legal 2	4.8	13.0	17.8
Legal 3	2.0	0.0	2.0
Executive	1.0	1.0	2.0
Total	27.4	56.1	83.5

Note:

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

Strategic objectives and indicators

Strategic objective 1

Provide services to promote the earlier resolution of legal problems

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

Providing these services so that more people have an opportunity to receive assistance before litigation is commenced is a key indicator of improvement in access to justice for those persons most at disadvantage in the community. See Graph 1 for quantitative data.

Strategic objective 2

Provide legal information and referral services

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

Growth in the number of people receiving information and advice, and where appropriate referral for preventative and early intervention services, is a strong indicator that targeting this type of assistance is meeting the needs of the most disadvantaged members of the community. See Graph 2 for quantitative data.

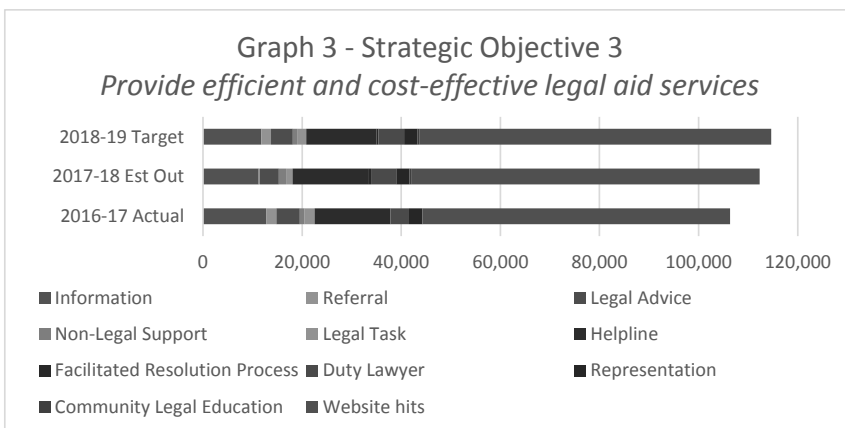
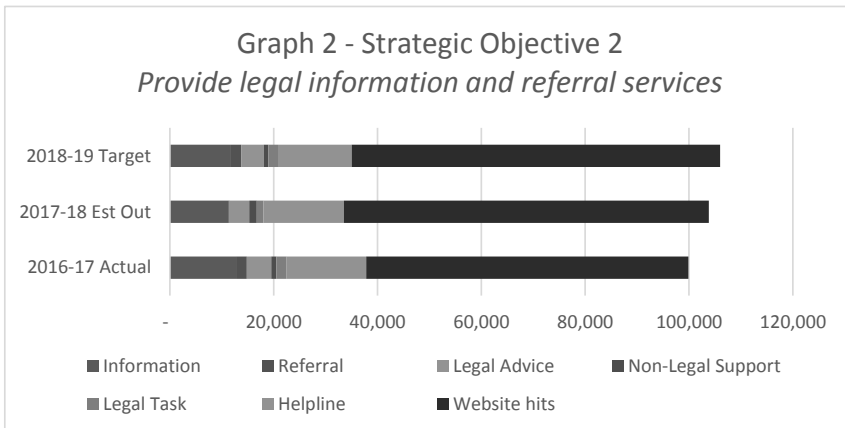
Strategic objective 3

Provide efficient and cost-effective legal aid services

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

Increasing the number of people assisted by improving the efficiency and timeliness of service provision is an indicator that services are reaching those people most in need of legal aid services and that community understanding of the law and the legal system operating in the Territory is improving. See Graph 3 for quantitative data.

Strategic objectives and indicators Graphs



Output Classes

Output Class 1: Legal Aid Services

Table 3: Output Class 1: Legal Aid Services

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000
Total Cost	15,200	15,128
Controlled Recurrent Payments	13,293	13,410

Note:

1. Total cost includes depreciation and amortisation of \$0.381 million in 2017-18 and \$0.381 million in 2018-19.

Output 1.1: Legal Aid Services provided to the community

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

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

Accountability indicators

Output Class 1: Legal Aid Services

Output 1.1: Legal Aid Services provided to the community

Table 4: Accountability indicators Output 1.1

	2017-18 Targets	2017-18 Estimated Outcome	2018-19 Targets
a. Number of Discrete Assistance services provided ¹	39,000	33,499	35,000
b. Number of Duty Lawyer services provided ²	3,800	5,112	5,200
c. Number of Representation services provided ³	2,500	2,664	2,700
d. Number of Facilitated Resolution Processes provided ⁴	350	404	400
e. Number of Community Legal Education services provided ⁵	310	320	320

Notes:

1. *Discrete Assistance services provided* indicator collates the number of information, referrals, non-legal support, legal advices, and legal task services. This indicator does not include website page views. Discrete Assistance services provided is expected to be lower than the 2017-18 target largely due to a decrease in information and referral services provided by the Commission. This is primarily due to the public accessing the Commission's improved website (there was an increase in the number of website hits during 2017-18).
2. Duty lawyer services are legal services provided at a court or tribunal to people who would otherwise be unrepresented in relation to an event or proceeding on that day. Duty lawyer services consist of advising the person, and in appropriate circumstances appearing on their behalf, in relation to the proceeding or event. Duty Lawyer services are expected to be higher than 2017-18 target due mainly to the commencement of the Family Advocacy Support Services (FASS) at the Federal/Family court in March 2017, which assists families dealing with family violence and the Domestic Violence Unit operating at the Magistrates Court.
3. This indicator collates the number of legal assistance services provided for the ongoing representation of people at courts/tribunals, in dispute resolution processes and where the carriage of the matter requires ongoing casework assistance. Representation services are expected to be marginally higher than the 2017-18 target.
4. This indicator collates the number of specific processes undertaken that are aimed at resolving disputes without going to court. Facilitated Resolution Processes are expected to be higher than the 2017-18 target mainly due to the increase in family law conferences.
5. This indicator collates the number of educational resources produced and the number of activities undertaken. Community Legal Education services are expected to be slightly higher than the 2017-18 target due to the number of Community Legal Education activities conducted and new resources produced by the Commission.

Changes to Appropriation

Table 5: Changes to appropriation – Controlled Recurrent Payments

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	13,656	11,867	11,477	6,626	6,626
2nd Appropriation					
Better support when it matters – Drug and Alcohol Court establishment	37	-	-	-	-
FMA Section 16B Rollovers from 2016-17					
Eastman Retrial and Related Proceedings	400	-	-	-	-
2018-19 Budget Policy Decisions					
More support for families and inclusion - Additional Magistrate	-	296	313	333	352
More support for families and inclusion - Drug and Alcohol Court	-	37	-	-	-
More support for families and inclusion - Preventing and responding to elder abuse	-	100	175	180	185
More support for families and inclusion - Retrial of Mr David Eastman	-	1,025	-	-	-
2018-19 Budget Technical Adjustments					
Comcare Premium Reduction	-30	-	-	-	-
David Eastman Retrial - Offset	-	-770	-	-	-
David Eastman Retrial - Rollover	-770	770	-	-	-
Revised Wage Parameters	-	89	203	176	242
Revised Indexation Parameters	-	-	-	-	81
Revised Superannuation Parameters	-	-4	33	190	198
2018-19 Budget	13,293	13,410	12,201	7,505	7,684

Table 6: Changes to appropriation – Capital Injections, Controlled

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	-	-	-	-	-
2018-19 Budget Technical Adjustments					
Revised Wage Parameters	-	35	-	-	-
2018-19 Budget	0	35	0	0	0

Monitoring and reporting

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

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

Annual reporting

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

- certified financial statements;
- management discussion and analysis;
- a full and accurate set of audited financial records for the preceding financial year in the form requested; and
- consolidation packs relating to the annual financial statements, draft and final.

Financial arrangements

The Commission has an estimated operating deficit for 2017-18 of \$0.607 million with a 2017-18 original budgeted operating deficit of \$0.420 million. The increase in the estimated operating deficit for 2017-18 is due to a lower level of revenue due to rollovers relating to the Eastman matter and higher than budgeted employee expenses and supplies & services during 2017-18.

The 2018-19 forecast budgeted operating deficit of \$0.507 million reflects continuing cost constraints to maintain operating deficits at manageable levels given the net assets and cash position of the Commission. It reflects cost pressures from prior years, offset by additional funding from the ACT Government for four new initiatives.

Financial statements

Budgeted financial statements for the 2018-19 Budget year, as well as forward estimates for the three financial years appear below. These general purpose financial statements have been prepared in accordance with the ACT's Model Financial Statements and include:

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

Financial Statements

Table 7: Legal Aid Commission (ACT): Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Income							
Revenue							
13,656	Controlled Recurrent Payments	13,293	13,410	1	12,201	7,505	7,684
223	User Charges	263	266	1	273	280	285
673	Grants	662	650	-2	650	650	650
158	Interest	172	153	-11	146	149	152
66	Other Revenue	203	142	-30	105	108	111
14,776	Total Revenue	14,593	14,621	-	13,375	8,692	8,882
Expenses							
7,016	Employee Expenses	7,117	7,824	10	7,755	4,395	4,513
1,196	Superannuation Expenses	1,144	1,249	9	1,213	910	947
6,544	Supplies and Services	6,503	5,615	-14	4,580	3,596	3,667
385	Depreciation and Amortisation	381	381	-	371	370	338
26	Borrowing Costs	26	27	4	29	31	31
29	Other Expenses	29	32	10	32	30	30
15,196	Total Expenses	15,200	15,128	-	13,980	9,332	9,526
-420	Operating Result	-607	-507	16	-605	-640	-644
-420	Total Comprehensive Income	-607	-507	16	-605	-640	-644

Significant variations in the Operating Statement are as follows:

- controlled recurrent payments:
 - the decrease of \$0.363 million (3 per cent) in the 2017-18 estimated outcome from the original budget is due to the rollover of \$0.770 million from 2017-18 to 2018-19, offset by \$0.400 million rollover from 2016-17 to 2017-18. Both of these rollovers relate to the Eastman Trial.
 - the increase of \$0.117 million (1 per cent) in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to increased funding of four new initiatives to commence in 2018-19, offset by a lower level of funding for the Eastman Trial in 2018-19 compared to 2017-18.

- the reduction of \$4.946 million in Commonwealth funding to legal assistance services from 2020-21 reflects the expiry of the *National Partnership Agreement on Legal Assistance Services* on 30 June 2020. The Commission anticipates that these figures will be updated following the finalisation of negotiations of a new National Partnership Agreement.
- user charges:
 - the increase of \$0.040 million in 2017-18 estimated outcome from the original budget is due to funds received for a grant of legal assistance under the program “Services and Support for People with Disability”.
- grants revenue:
 - the overall level of grants revenue reflects a greatly reduced amount of funding provided in the Statutory Interest Account since 2015-16.
- interest revenue:
 - the increase of \$0.014 million in the 2017-18 estimated outcome from the original 2017-18 budget is due to a slight increase in interest earned during the year.
 - the decrease of \$0.019 million in the 2018-19 Budget is due to a forecast lower level of interest than in 2017-18.
- other revenue:
 - the increase of \$0.137 million in the 2017-18 estimated outcome from the original budget is largely due to one-off reimbursement of expenditure for interpreter services of \$0.038 million, funding received for creating an online self service portal (\$0.066 million), and \$0.035 million funding for an arrangement with the University of Canberra.
 - the decrease of \$0.061 million in the 2018-19 Budget is due to the removal of the above-mentioned one-off reimbursement of expenditure from 2017-18, and a reduced level of revenue relating to the online self service portal.
- employee expenses:
 - the increase of \$0.101 million in the 2017-18 estimated outcome from the original budget is due to increased staff employed throughout 2017-18 than originally budgeted, offset by lower comcare premiums.

- the increase of \$0.707 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to the additional staff expenses associated with the four 2018-19 new budget initiatives. Additionally, there is a higher cost for the recognition of employee expenses relating to in-principle agreement to the Enterprise Bargaining Agreement, expected prior to 30 June 2018. As the Commission would therefore have a constructive obligation to meet these payments at 30 June 2018, these expenses have been accrued in 2017-18. The accrual has a negative impact on the Commission's 2017-18 operating result, with cash payments to employees to occur in 2018-19 partially funded by capital injection appropriation in 2018-19.
- superannuation expenses:
 - the increase of \$0.105 million in the 2018-19 Budget from the 2017-18 estimated outcome is related to an increase in staff numbers in 2018-19.
- supplies and services:
 - the decrease of \$0.888 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to a forecast lower expenditure requirement on the Eastman Trial of \$0.553 million in 2018-19 than was spent in 2017-18. The decrease is also due to a reduction in external legal expenses of \$0.254 million in 2018-19 resulting from conducting more work in-house and referring less matters out to private legal practitioners.

Table 8: Legal Aid Commission (ACT): Balance Sheet

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
Current Assets							
3,947	Cash and Cash Equivalents	4,027	3,863	-4	3,538	3,198	2,826
241	Receivables	143	143	-	143	143	143
98	Other Assets	200	200	-	200	200	200
4,286	Total Current Assets	4,370	4,206	-4	3,881	3,541	3,169
Non Current Assets							
1,435	Property, Plant and Equipment	1,488	1,157	-22	836	516	228
1,435	Total Non Current Assets	1,488	1,157	-22	836	516	228
5,721	TOTAL ASSETS	5,858	5,363	-8	4,717	4,057	3,397
Current Liabilities							
315	Payables	504	504	-	504	504	504
1,468	Employee Benefits	1,367	1,492	9	1,637	1,802	1,972
230	Other Provisions	383	383	-	383	383	383
122	Other Liabilities	210	210	-	210	210	210
2,135	Total Current Liabilities	2,464	2,589	5	2,734	2,899	3,069
Non Current Liabilities							
663	Payables	663	572	-14	439	306	104
210	Employee Benefits	178	184	3	192	200	207
544	Other Provisions	529	556	5	585	615	645
290	Other Liabilities	291	201	-31	111	21	0
1,707	Total Non Current Liabilities	1,661	1,513	-9	1,327	1,142	956
3,842	TOTAL LIABILITIES	4,125	4,102	-1	4,061	4,041	4,025
1,879	NET ASSETS	1,733	1,261	-27	656	16	-628
REPRESENTED BY FUNDS EMPLOYED							
1,879	Accumulated Funds	1,733	1,261	-27	656	16	-628
1,879	TOTAL FUNDS EMPLOYED	1,733	1,261	-27	656	16	-628

Significant variations in the Balance Sheet are as follows:

- cash and cash equivalents
 - the decrease of \$0.164 million in the 2018-19 Budget from the 2017-18 estimated outcome reflects the cash impact of operating activities in 2018-19.

- property, plant and equipment:
 - the decrease of \$0.331 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to annual depreciation exceeding new purchases of property, plant and equipment.
- current employee benefits:
 - the decrease of \$0.101 million in the 2017-18 estimated outcome from the original budget is mainly due to a reduction in annual leave and long service leave benefit arising from leave taken in 2017-18 offset by increase in accrual for wages and salaries due to the recognition of employee expenses relating to in-principle agreement to the Enterprise Bargaining Agreement.
 - The increase of \$0.125 million in the 2018-19 Budget from the 2017-18 estimated outcome is mainly due to an increase in annual leave and long service leave benefit due to higher staffing levels in 2018-19, additional staff expenses associated with the four 2018-19 new budget initiatives, as well as the cost of recognition of employee expenses relating to in-principle agreement to the Enterprise Bargaining Agreement.
- other current provisions:
 - the increase of \$0.153 million in the 2017-18 estimated outcome from the original budget is due to an increase in the Provision For Amounts Owing to Private Legal Practitioners.
- other current liabilities:
 - the increase of \$0.088 million in the 2017-18 estimated outcome from the original budget is due to an increase in the Revenue Received in Advance related to a Grant received to create an online self service portal.
- other non current payables:
 - the decrease of \$0.091 million in 2018-19 Budget from the 2017-18 estimated outcome is due to amortisation of the deferred rent liability.
- other non current liabilities:
 - the decrease of \$0.090 million in 2018-19 Budget from the 2017-18 estimated outcome is due to amortisation of the lease incentive liability.

Table 9: Legal Aid Commission (ACT): Statement of Changes in Equity

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
	Opening Equity						
2,299	Opening Accumulated Funds	2,340	1,733	-26	1,261	656	16
2,299	Balance at the Start of the Reporting Period	2,340	1,733	-26	1,261	656	16
	Comprehensive Income						
-420	Operating Result - Including Economic Flows	-607	-507	16	-605	-640	-644
-420	Total Comprehensive Income	-607	-507	16	-605	-640	-644
0	Total Movement in Reserves	0	0	-	0	0	0
	Transactions Involving Owners Affecting Accumulated Funds						
0	Capital Injections	0	35	#	0	0	0
0	Total Transactions Involving Owners Affecting Accumulated Funds	0	35	#	0	0	0
	Closing Equity						
1,879	Closing Accumulated Funds	1,733	1,261	-27	656	16	-628
1,879	Balance at the end of the Reporting Period	1,733	1,261	-27	656	16	-628

Variations in the Statement of Changes in Equity are explained in the Operating Statement and Balance Sheet notes above.

Table 10: Legal Aid Commission (ACT): Cash Flow Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
13,656	Controlled Recurrent Payments	13,293	13,410	1	12,201	7,505	7,684
193	User Charges	233	236	1	243	250	255
673	Grants	662	650	-2	650	650	650
158	Interest Received	172	153	-11	146	149	152
576	Other	713	652	-9	615	618	621
15,256	Operating Receipts	15,073	15,101	-	13,855	9,172	9,362
Payments							
6,917	Employee	7,097	7,688	8	7,602	4,222	4,336
1,196	Superannuation	1,139	1,254	10	1,213	910	947
6,704	Supplies and Services	6,663	5,798	-13	4,805	3,820	3,890
0	Borrowing Costs	0	0	-	0	0	1
510	Other	510	510	-	510	510	510
15,327	Operating Payments	15,409	15,250	-1	14,130	9,462	9,684
-71	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	-336	-149	56	-275	-290	-322
CASH FLOWS FROM INVESTING ACTIVITIES							
Payments							
50	Purchase of Property, Plant and Equipment	50	50	-	50	50	50
50	Investing Payments	50	50	-	50	50	50
-50	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-50	-50	-	-50	-50	-50
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
0	Capital Injections	0	35	#	0	0	0
0	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	0	35	#	0	0	0
-121	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	-386	-164	58	-325	-340	-372
4,068	CASH AT THE BEGINNING OF REPORTING PERIOD	4,413	4,027	-9	3,863	3,538	3,198
3,947	CASH AT THE END OF REPORTING PERIOD	4,027	3,863	-4	3,538	3,198	2,826

Variations in the Cash Flow Statement are explained in the Operating Statement and Balance Sheet notes above.

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PUBLIC TRUSTEE AND GUARDIAN – STATEMENT OF INTENT

PTG is an independent Territory Authority established under the *Public Trustee and Guardian Act 1985*.

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

The responsible Minister, the Attorney-General Mr Gordon Ramsay, was consulted during the preparation of the Statement of Intent.

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

PTG's 2018-19 Statement of Intent has been agreed between:



Andrew Taylor
Public Trustee and Guardian



Andrew Barr MLA
Treasurer



Gordon Ramsay MLA
Attorney-General

Public Trustee and Guardian for the ACT

The budget statement for Public Trustee and Guardian (PTG) is its Statement of Intent.

Purpose

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

PTG will achieve this through the following services:

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

PTG also acts as agent for the Territory in the following services:

- receiving, managing and disposing of assets forfeited under the *Confiscation of Criminal Assets Act 2003*;
- administering moneys declared unclaimed under the *Unclaimed Money Act 1950*, *Legal Practitioners Act 2006* and *Agents Act 2003*, including receiving money, processing claims and investing funds; and
- investing moneys held in specified government trust funds.

Nature & scope of activities

General Activities

PTG provides the ACT Government and the community with professional guardianship/management, executor, trustee and financial services.

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

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

PTG, along with all Australian Public Trustees, Public Advocates, Public Guardians and heads of Guardianship/Management Tribunals, is a member of the Australian Guardianship and Administration Council (AGAC). As a result of the incorporation of AGAC as a Company Limited by Guarantee in 2017, the Public Trustee and Guardian is an *ex officio* Director of AGAC.

In undertaking its functions PTG will:

- Operate as a customer service oriented entity
PTG conducts a continuous customer survey and investigates and responds to any complaint ensuring that the client receives an appropriate response. Products and services are continuously reviewed to ensure value and positive outcomes for clients. This is achieved by reviewing fees and charges in individual cases to ensure that the fee is appropriate to the work/responsibility undertaken. The risk profile and investments for all clients with invested funds will be individually reviewed on an annual basis to ensure that they reflect their respective needs.
- Use benchmarking to ensure best practice and operate efficiently
PTG meets with other peer state/territory agencies bi-annually to develop, identify and implement best practice. Issues of current and continuing interest to Public Trustees/Guardians include arrangements for the National Disability Insurance Scheme (NDIS), development of replacement Will-drafting software, appropriate fraud, risk and corruption mitigation strategies and cross-border regional collaboration. The Guardianship/Financial Management functions have a continuing interest in the development of National Standards for Guardians/Financial Manager, protocols (including sterilisation) and development/implementation of supported decision-making principles.

- Work collaboratively
PTG works collaboratively with other Public Trustees/Guardians to share expertise, information and training. PTG continues to cooperate with the NSW Trustee and Guardian in the development of replacement Will and EPA drafting software as part of a Customer Relationship Management (CRM) system. PTG continues to play a lead role in working with other Public Trustees to develop an Australian Power of Attorney and to address elder abuse. PTG continues to contribute to a review of the *Guardianship and Management of Property Act 1991* and is contributing to a review of the ACT Official Visitor Scheme. PTG is co-hosting the National AGAC Conference in Canberra in March 2019.
- Satisfy the requirements of the *Financial Management Act 1996*
PTG will use financial practices and maintain accounts and records which satisfy the requirements of the *Financial Management Act 1996*. This includes the associated ACT Accounting Policy Manual, modelled on the requirements of Australian Accounting Standards, which fairly present PTG's financial position, operational and cash flow results for planning and reporting purposes. PTG is continuing to work with the ACT Auditor-General in responding to a number of management issues arising from audit. PTG has implemented the recommendations contained in the KPMG Controls Review and continues to upgrade its trust management system. This will continue to assist in addressing Auditor-General reporting issues and in updating controls to mitigate fraud risk. PTG is continuing to work with an external accounting firm, Sarah Palic and Associates, to assist in improving its preparation of end-of-year financial statements. PTG has acquired and is implementing replacement income tax preparation software MYOB/AE to address inconsistencies with income tax assessments.
- Establish and maintain a high standard of Workplace Health and Safety
PTG has a high standard of Workplace Health and Safety evidenced by its comparatively low Comcare premium. All staff will be provided with flu vaccine shots and will attend Respect Equity and Diversity (RED) supplementary training as well as anti-bullying and harassment training. PTG staff will also receive training in dealing with Mental Health issues from Lifeline from a client service perspective. PTG staff will be provided with appropriate training in dealing with difficult clients as well as de-briefing following critical incidents from the Directorate's Employee Assistance Provider (EAP) and Capital Works Infrastructure Unit.
- Provide a productive and satisfying work environment
PTG will provide a productive and satisfying working environment for staff and a commitment to high standards of human resource management based on the principles of equal employment opportunity. PTG continues to appoint a RED Contact Officer. During 2018-19, PYG will implement the findings of an independent review of work classifications and, through the next EBA, revert to a common ASO classification system across the agency.
PTG has completed a comprehensive staff practice/procedure manual for Financial Management Services Unit staff and will continue to complete other manuals and policies.

- Deliver on Community Service Obligations (CSOs)
PTG will undertake CSOs in respect to the provision of financial management services for persons with a decision making disability, preparing and acting as attorney under EPAs, administering trusts under \$100,000 in value, examination of accounts prepared by external financial managers, drafting Wills in cases of financial hardship, responding to police call outs, arranging welfare funerals and administering low-value or non-viable deceased estates. PTG will hold public seminars during Wills Week in October 2018 and during Seniors Week in March 2019. PTG will also engage with the community to promote awareness of its services and products through sponsorship of the Life's Reflections Photographic Competition and the ACT Seniors Expo. Seniors of 60 years and over will continue to be provided with a free will where they appoint PTG as their executor. PTG is again available for will-making appointments from 8.00 am on weekdays to address parking needs and to assist 'time-poor' clients and conducts home visits for those that are unable to attend to make a Will/EPA. PTG will again continue to sponsor the ACT Disability Inclusion Awards.

Risks

PTG continues to identify prevailing and emerging risks in its Fraud, Corruption and Risk Management Plan. The Plan has been prepared in consultation with PTG's Audit Committee, PTG's Investment Board and the Justice and Community Safety Directorate (JACS) and will be continually reviewed.

PTG's Audit Committee is independently chaired and will meet at least four times over the next year.

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

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

PTG engaged KPMG to undertake a post-implementation review of a new payments process as well as the implementation of controls and continues to implement the findings in that review.

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

2018-19 Priorities and Next Three Financial Years

- Continue the implementation of PTG's Business Transformation Project. In 2018-19, PTG will complete its accommodation renewal, reclassification of all of its staff, implement several modules of its ICT integrated Customer Relationship Management System (CRM) including Guardianship, External Management, Unclaimed Money, Precedent/letter Database and EDRMS.

Continue to implement efficiencies through the merger of the Public Trustee and Public Guardian functions. 2018-19 will see the implementation of a new structure for the Guardianship Unit and associated recruitment.

- Raise awareness in the community of the role of the Public Trustee and Guardian including developing and undertaking a range of presentations and information seminars which highlight the importance of estate planning including a well drafted Will and EPA as well as what happens in the event of incapacity. This will be achieved through continual development of PTG's website, fact sheets, seminars, forums, newsletters and expos amongst other things.
- Promoting efficiencies through new technologies. PTG recently implemented a major review of its ICT infrastructure. PTG engaged an ICT Project Manager to manage the completion of various ICT projects towards an integrated CRM. PTG will seek to publish statutory notices under the *Administration and Probate Act 1929* through its own website rather than through The Canberra Times.
- Participating in industry forums to identify and implement best practice. This will be achieved through close cooperation with state/territory trustee and guardian agencies as well as through membership of industry representative organisations such as AGAC. PTG will also continue to work closely with ACAT in establishing practice that achieves efficient processes under the *Guardianship and Management of Property Act 1991*. A new collaborative forum between PTG and ACAT has been implemented in order to identify and implement better practice.

Estimated employment level

Table 1: Estimated Employment Level

	2016-17 Actual Outcome	2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget
Staffing (FTE)	52.1	56.4	55.2	55.2

Note:

1. The variation between the 2017-18 Budget and the 2018-19 Budget is due to the finalisation of some projects in relation to the implementation of the Business Transformation Project.

Table 2 : 2018-19 Employment Profile

Classification	Male	Female	Total
ASO3	1	3.6	4.6
ASO4	-	4	4
TRUST OFFICER GR 1	5	15.7	20.7
ASO5	-	-	-
ASO6	1	6.8	7.8
TRUST OFFICER GR 2	1	6.7	7.7
SOG C	1	3.6	4.6
LEGAL 1	0.8	-	0.8
SOG A	1	3	4
EXECUTIVE 2.4	1	-	1
Total	11.8	43.4	55.2

Key Performance Indicators for 2018-19 to 2021-22

Table 3: Key performance indicators

INDICATOR	Actual Outcome 2016-17	2017-18 Budget	Estimated Outcome 2017-18	Planned 2018-19	Planned 2019-20	Planned 2020-21	Planned 2021-22
Guardianship Orders - no. of people for whom PTG acted as Guardian appointed by the ACT Civil and Administrative Tribunal (ACAT) under the <i>Guardianship and Management of Property Act 1991</i> (GMPA) during the reported period ¹	N/A	N/A	N/A	225	230	235	240
No. of Guardianship orders appointing PTG made under the GMPA by ACAT during the reported period ²	198	160	220	N/A	N/A	N/A	N/A
Management Orders - no. of orders in which PTG was appointed as Manager by ACAT under the GMPA current at the end of the reported period by ACAT ³ <i>(this measure has been reworded)</i>	473	495	490	495	500	505	510
Enduring Power of Attorney (EPA) - no. of EPA's appointing PTG for all matters made during the reported period ⁴ <i>(this measure has been reworded)</i>	209	230	105	100	110	120	130
Enduring Power of Attorney (EPA) - no. of EPA's appointing PTG for financial and property matters under active management at the end of the reported period ⁵ <i>(this measure has been reworded)</i>	37	40	35	37	37	39	39
Enduring Power of Attorney (EPA) - no. of EPA's appointing PTG for personal and health care matters active at the end of the reported period ⁶	N/A	N/A	N/A	7	7	7	7
Police Call-outs - no. of responses to call outs by police and community following death during the reported period ⁷ <i>(this measure has been reworded)</i>	17	14	3	3	3	3	3
Welfare funerals - no. arranged by PTG during the reported period ⁸ <i>(this measure has been reworded)</i>	17	14	6	6	6	6	6

Key Performance Indicators for 2018-19 to 2021-22 (Continued)

INDICATOR	Actual Outcome 2016-17	2017-18 Budget	Estimated Outcome 2017-18	Planned 2018-19	Planned 2019-20	Planned 2020-21	Planned 2021-22
Examination of Accounts - no. examined by PTG during the reported period upon filing by External Managers appointed by ACAT for Protected Persons ⁹ <i>(this measure has been reworded)</i>	568	500	540	550	560	570	580
Deceased Estate Administrations - no. of deceased estate administrations completed during the reported period ¹⁰	N/A	N/A	N/A	100	102	104	106
Number of deceased estate administrations completed <\$100,000 ¹¹	24	33	20	N/A	N/A	N/A	N/A
Number of deceased estate administrations completed >\$100,000 ¹²	45	43	45	N/A	N/A	N/A	N/A
Trusts (for all purposes) – no. held at end of reported period ¹³	N/A	N/A	N/A	585	590	595	600
Number of trusts held under legal disability <\$100,000 ¹⁴	340	344	355	N/A	N/A	N/A	N/A
Number of trusts held under legal disability >\$100,000 ¹⁴	59	59	59	N/A	N/A	N/A	N/A
Wills - no. of wills prepared by PTG during the reported period ¹⁵ <i>(this measure has been reworded)</i>	549	520	400	410	420	430	440
Percentage of expenditure over total income ¹⁶	92%	88%	90%	N/A	N/A	N/A	N/A
Customer Survey - % of clients responding to PTG's survey during the reported year that reported PTG met or exceeded their expectations ¹⁷	N/A	N/A	N/A	90%	90%	90%	90%

Notes:

1. This is a new indicator in 2018-19. The indicator has been established to report the number of people for whom PTG acted as Guardian during a reported year. The measure is seen as important as an appointment may be made for an individual in a financial year and revoked during the same year. This measures the true volume of work undertaken as opposed to merely the number of active accounts on hand at the end of the financial year.
2. This indicator will be discontinued in 2018-19, because it did not present a true picture of the number of orders under which PTG may have acted as guardian during the reported year.
3. This indicator has been re-worded from "No of current financial management orders made under the GMPA by ACAT" to clarify that the number of current financial management orders is taken at the end of the financial year.
4. This indicator has been re-worded from "Enduring Powers of Attorney" to clarify that the number of EPA's made is the total of all EPA's made during the financial year is taken at the end of the financial year. The number of EPA's made by PTG for all purposes decreased due to the number of people choosing either to make their own EPA, or to refrain from making an EPA in favour of an appointment by ACAT."
5. This indicator has been re-worded from "No. of active financial management accounts under EPA" to clarify that the number of EPA's appointing PTG for financial and property matters being reported relates to those which have become activated and are current at the end of the financial year. The number of EPA's under active management for financial and property matters has decreased in 2017-18 due to revocation, death of the person appointing PTG as Attorney and lower numbers of EPA's activated through loss of capacity.
6. This is a new indicator for 2018-19 and is established to provide consistency with the related indicator for active EPA's for financial and property matters.

Key Performance Indicators for 2018-19 to 2021-22 (Continued)

7. This indicator has been re-worded from “No. of responses to community callouts following death” to clarify that the call-outs are made by police and community following a death and that the number of callouts is the number made during the reported/financial year. This measure has been retained as an indicator of Community Service Obligations. The re-worded indicator also addresses the External Focus criterion. Whilst PTG’s performance in this regard is purely reactive following callout by ACT Policing or the community, PTG is however not compelled to respond to a police callout or to act as an administrator as a result. Reasons for refraining from responding to a police callout include that PTG may become liable for significant costs with no possibility of recovery.
8. This indicator has been re-worded from “No. of welfare funerals arranged by PTG” to clarify that the number relates to the number of welfare funerals arranged during the reported year. Whilst PTG’s performance in this regard is purely reactive, PTG is however not compelled to respond to requests to arrange welfare funerals. Reasons for refraining from responding to requests for welfare funerals include that PTG may become liable for significant costs with no possibility of recovery.
9. This indicator has been re-worded from “No. of examinations of accounts provided from external managers under the GMPA” to clarify that the indicator relates to the number of examinations undertaken by PTG during the financial year.
10. This is a new indicator in 2018-19 replacing the previous indicators for estate administrations of above and below \$100,000 in value and now counts all estate administrations irrespective as to value.
11. This indicator will be discontinued in 2018-19 given that the value of estates has increased to the point that there are few estates under \$100,000. Value of the estate is no longer a measure of performance as estates of low value may have an equal degree of complexity to estates over \$100,000.
12. This indicator will be discontinued in 2018-19 as value of the estate is no longer a measure of performance as estates of higher value may have an equal degree of complexity to estates of a value lower than \$100,000.
13. This is a new indicator for 2018-19 replacing the previous indicators measuring trusts by value under and over \$100,000 in value. The former categorisation no longer has any relevance as trusts of lower value can be equally complex or time-consuming to those over \$100,000. The new measure is the sum of all trusts for all purposes held at the end of the financial year.
14. These two indicators will be discontinued in 2018-19 given the significantly broader reasons for the establishment of trusts and that value of the trust is no longer a measure of performance as trusts of low value (under \$100,000) can be equally complex or time-consuming to those over \$100,000.
15. This indicator has been re-worded from “Wills” to clarify that the number reported is the number of Will made by PTG during the reported period. The 2017-18 estimated outcome is below budget due to PTG adopting a policy under which we will only make a Will for a person where appointed as primary executor or secondary/alternate executor to the spouse or partner. Previously PTG would make many more Wills however rarely became executor under these Wills.
16. This indicator will be discontinued in 2018-19. The Auditor-General commented in her report that this indicator may no longer have any relevance.
17. This is a new indicator for 2018-19. This indicator was previously reported annually as part of PTG’s Annual Report only, but has now been included in these indicators for the first time. It responds to the criterion requiring External Focus.

Assessment of performance against 2017-18 objectives

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

PTG will continue to roll out the recommendations to restructure its investment strategy during 2018-19.

Fund sizes and performances for the period 1 April 2017 to 31 March 2018 are as follows:

PTG Common Funds

Cash Common Fund

Managed internally and invested in a range of bank and non-bank financial institution deposits, notes and bills of exchange. Interest returns vary with the market cash rate and, at 31 March 2018, the interest rate was 1.50%. Funds currently under investment total \$103.3m.

Australian Equities Common Fund

Invested into a managed portfolio of stocks listed on the Australian Securities Exchange. Performance return after fees for the 12 months to 31 March 2018 has been 1.97%. Funds currently under investment total \$33.2m.

Australian Fixed Interest Common Fund

Invested into a managed pooled trust of corporate and government bonds and floating rate notes. Performance return after fees for the 12 months to 31 March 2018 has been 2.20%. Funds currently under investment total \$29.2m.

Australian Listed Property Trust Common Fund

Invested into a managed pooled trust holding listed property trusts across retail, industrial and commercial sectors. Performance return after fees for the 12 months to 31 March 2018 has been -0.68%. Funds currently under investment total \$7.1m.

International Equities Common Fund

Invested in a hedged index trust. Performance return after fees for the 12 months to 31 March 2018 has been 4.06%. Funds currently under investment total \$14m.

Conservative Common Fund

Invested in a diversified index trust. Performance return after fees for the 4 months to 31 March 2018 has been -0.47%. Funds currently under investment total \$4.4m.

Balanced Common Fund

Invested in a diversified index trust. Performance return after fees for the 4 months to 31 March 2018 has been -1.34%. Funds currently under investment total \$9.3m.

High Growth Common Fund

Invested in a diversified index trust. Performance return after fees for the 4 months to 31 March 2018 has been -0.92%. Funds currently under investment total \$2.80m.

Investment Strategies

Investments reflect individual client risk profiles as assessed and reviewed annually under the 'prudent person trustee investment principle' in the *Trustee Act 1925*. Clients of similar risk profiles are grouped into four risk models, Conservative, Balanced, Growth and Capital Stable for investment in appropriate allocations into the common funds. Returns are in respect to the 12 months to 31 March 2018.

Conservative Model Portfolio

The objective is to provide income return, moderate volatility and potential for some growth to protect the real value of the trust. It is suitable for trusts with income needs, shorter terms or conservative risk profiles. Performance return after fees for the 12 months to 31 March 2018 has been 1.77%.

Balanced Model Portfolio

The objective is to provide a balance between income and capital return with moderate volatility. It is suitable for medium term trusts or those with a mix of income and capital needs for beneficiaries. Performance return after fees for the 12 months to 31 March 2018 has been 2.36%.

Growth Model Portfolio

The objective is to attain higher long term returns in excess of inflation. A higher weighting in growth assets provides potential for superior long term returns for clients able to accept increased volatility in the short term and provides prospective tax efficiencies associated with franked dividends and capital growth. Performance return after fees for the 12 months to 31 March 2018 has been 2.30%.

Capital Stable Portfolio

Accounts requiring stability of capital are invested through the cash common fund providing a market interest return on daily balances with funds available at call. The cash common fund is suitable for cash balances and trusts of uncertain term. Credit interest rate during the period has decreased from 1.60% to 1.50% in keeping with the reductions in the market cash rate.

Changes to appropriation

PTG was established on 1 April 2016. Prior to that, appropriation for the Guardianship function was made to the Public Advocate of the ACT (under the JACS budget).

Table 4: Changes to appropriation – Controlled Recurrent Payments

	2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
2017-18 Budget	2,184	2,200	2,221	2,141	2,141
2018-19 Budget Technical Adjustments					
Revised Indexation Parameters	-	-	-	13	-19
2018-19 Budget	2,184	2,200	2,221	2,154	2,122

Monitoring and reporting

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

Quarterly reporting

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

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

Annual reporting

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

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

Financial arrangements

PTG's estimated operating revenue and expenditure is shown as part of the Budgeted Financial Statements.

PTG has no borrowings, guarantees, joint venture arrangements and overdraft or credit facilities.

PTG is a self-funded independent statutory authority, in normal circumstances, requiring no supplementary funding from the ACT Government other than Community Service Obligations and Controlled Recurrent Payments for Guardianship and Official Visitor services.

Financial statements

Budgeted financial statements for the 2018-19 Budget Year, as well as forward estimates for the three financial years appear below. These general purpose financial statements, have been prepared in accordance with the ACT's Model Financial Statements and include:

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

Financial Statements – Controlled (GGS)

Table 5: Public Trustee and Guardian: Operating Statement

2017-18 Budget		2017-18 Estimated Outcome \$'000	2018-19 Budget \$'000	Var %	2019-20 Estimate \$'000	2020-21 Estimate \$'000	2021-22 Estimate \$'000
Income							
Revenue							
2,184	Controlled Recurrent Payments	2,184	2,200	1	2,221	2,154	2,122
4,950	User Charges	5,238	5,444	4	5,522	5,631	5,863
185	Interest	168	180	7	185	190	200
7,319	Total Revenue	7,590	7,824	3	7,928	7,975	8,185
7,319	Total Income	7,590	7,824	-	7,928	7,975	8,185
Expenses							
4,538	Employee Expenses	5,016	5,062	1	5,219	5,408	5,603
710	Superannuation Expenses	721	700	-3	684	676	669
1,663	Supplies and Services	1,722	1,813	5	1,859	1,889	1,911
11	Depreciation and Amortisation	129	129	-	129	128	128
6,922	Total Expenses	7,588	7,704	2	7,891	8,101	8,311
397	Operating Result	2	120	#	37	-126	-126
397	Total Comprehensive Income	2	120	#	37	-126	-126

Table 6: Public Trustee and Guardian: Balance Sheet

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
Current Assets							
7,198	Cash and Cash Equivalents	659	654	-1	716	1,028	1,566
0	Investments	6,405	6,684	4	6,753	6,442	5,931
782	Receivables	480	481	-	482	483	484
42	Other Assets	18	19	6	20	21	22
8,022	Total Current Assets	7,562	7,838	4	7,971	7,974	8,003
Non Current Assets							
52	Property, Plant and Equipment	1,192	1,016	-15	840	665	490
1	Other Assets	2	2	-	2	2	2
53	Total Non Current Assets	1,194	1,018	-15	842	667	492
8,075	TOTAL ASSETS	8,756	8,856	1	8,813	8,641	8,495
Current Liabilities							
578	Payables	551	560	2	564	562	567
1,505	Employee Benefits	1,501	1,517	1	1,534	1,550	1,565
0	Other Provisions	62	121	95	79	61	61
198	Other Liabilities	0	0	-	0	0	0
2,281	Total Current Liabilities	2,114	2,198	4	2,177	2,173	2,193
Non Current Liabilities							
176	Employee Benefits	196	213	9	233	252	273
0	Other Provisions	597	536	-10	475	432	371
104	Other Liabilities	0	0	-	0	0	0
280	Total Non Current Liabilities	793	749	-6	708	684	644
2,561	TOTAL LIABILITIES	2,907	2,947	1	2,885	2,857	2,837
5,514	NET ASSETS	5,849	5,909	1	5,928	5,784	5,658
REPRESENTED BY FUNDS EMPLOYED							
5,032	Accumulated Funds	4,888	4,948	1	4,967	4,823	4,697
482	Asset Revaluation Surplus	961	961	-	961	961	961
5,514	TOTAL FUNDS EMPLOYED	5,849	5,909	1	5,928	5,784	5,658

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

Budget at 30/6/18 \$'000		2017-18 Estimated Outcome \$'000	Budget at 30/6/19 \$'000	Var %	Estimate at 30/6/20 \$'000	Estimate at 30/6/21 \$'000	Estimate at 30/6/22 \$'000
	Opening Equity						
4,833	Opening Accumulated Funds	4,887	4,888	-	4,948	4,967	4,823
482	Opening Asset Revaluation Reserve	961	961	-	961	961	961
5,315	Balance at the Start of the Reporting Period	5,848	5,849	-	5,909	5,928	5,784
	Comprehensive Income						
397	Operating Result - Including Economic Flows	2	120	#	37	-126	-126
397	Total Comprehensive Income	2	120	#	37	-126	-126
0	Total Movement in Reserves	0	0	-	0	0	0
	Transactions Involving Owners Affecting Accumulated Funds						
-198	Dividend Approved	-1	-60	#	-18	0	0
-198	Total Transactions Involving Owners Affecting Accumulated Funds	-1	-60	#	-18	0	0
	Closing Equity						
5,032	Closing Accumulated Funds	4,888	4,948	1	4,967	4,823	4,697
482	Closing Asset Revaluation Reserve	961	961	-	961	961	961
5,514	Balance at the end of the Reporting Period	5,849	5,909	1	5,928	5,784	5,658

Table 8: Public Trustee and Guardian: Cash Flow Statement

2017-18 Budget		2017-18 Estimated Outcome	2018-19 Budget	Var %	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate
\$'000		\$'000	\$'000		\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES							
Receipts							
1,674	Controlled Recurrent Payments	1,674	1,682	-	1,694	1,614	1,568
510	Payment for Community Service Obligations	510	518	2	527	540	554
4,953	User Charges	5,233	5,442	4	5,520	5,629	5,861
180	Interest Received	168	180	7	185	190	200
495	Other	519	540	4	548	556	565
7,812	Operating Receipts	8,104	8,362	3	8,474	8,529	8,748
Payments							
4,538	Employee	5,004	5,040	1	5,193	5,384	5,578
699	Superannuation	710	689	-3	673	665	658
1,652	Supplies and Services	1,712	1,802	5	1,848	1,878	1,900
492	Other	536	556	4	569	583	585
7,381	Operating Payments	7,962	8,087	2	8,283	8,510	8,721
431	NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	142	275	94	191	19	27
CASH FLOWS FROM INVESTING ACTIVITIES							
Receipts							
0	Proceeds from Sale/Maturity of Investments	440	300	-32	540	900	1,060
0	Investing Receipts	440	300	-32	540	900	1,060
Payments							
0	Purchase of Investments	6,845	579	-92	609	589	549
0	Investing Payments	6,845	579	-92	609	589	549
0	NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES	-6,405	-279	96	-69	311	511

Table 8: Public Trustee and Guardian: Cash Flow Statement (continued)

2017-18 Budget	2017-18 Estimated Outcome	2018-19 Budget	Var %	2019-20 Estimate	2020-21 Estimate	2021-22 Estimate	
\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	
CASH FLOWS FROM FINANCING ACTIVITIES							
Receipts							
Payments							
224	Payment of Dividend	281	1	-100	60	18	0
224	Financing Payments	281	1	-100	60	18	0
-224	NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES	-281	-1	100	-60	-18	0
207	NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	-6,544	-5	100	62	312	538
6,991	CASH AT THE BEGINNING OF REPORTING PERIOD	7,203	659	-91	654	716	1,028
7,198	CASH AT THE END OF REPORTING PERIOD	659	654	-1	716	1,028	1,566

Notes to the Controlled Budget Statements

Significant variations are as follows:

Operating Statement

- User Charges:
 - the increase of \$0.288m in the 2017-18 estimated outcome from the original budget is mainly due to an increase in revenue. The increased revenue resulted from increased return on investment related to an increase in the value of funds under management.
- Employee Expenses:
 - the increase of \$0.478m in the 2017-18 estimated outcome from the original budget is due to:
 - the recognition of employee expenses relating to in-principle agreement to Enterprise Bargaining Agreements, expected prior to 30 June 2018. As PTG would therefore have a constructive obligation to meet these payments at 30 June 2018, these expenses have been accrued in 2017-18. The accrual has a negative impact on PTG's 2017-18 operating result, with cash payments to employees to occur in 2018-19; and
 - the cost of replacing four staff while on long service and maternity leave.
- Depreciation and Amortisation:
 - The increase of \$0.118m in the 2017-18 estimated outcome from the original budget represents an increase in the value of assets following revaluation at 30 June 2017.

Balance Sheet

- Cash and Cash Equivalents
 - The decrease of \$6.539m in the 2017-18 estimated outcome from the original budget is due to the reclassification of the term of Invested Funds from 3 months to 12 months.
- Investments
 - The increase of \$6.405m in the 2017-18 estimated outcome from the original budget is due to the reclassification of the term of Invested Funds referred to above.
- Receivables:
 - The decrease of \$0.302m in the 2017-18 estimated outcome from the original budget is associated with the timing of the receipt of payment for user charges.

- Property Plant and Equipment:
 - The increase of \$0.208m in the 2017-18 estimated outcome from the original budget is due to the revaluation of all assets at 30 June 2017.
 - The decrease of \$0.108m in the 2018-19 Budget from the 2017-18 estimated outcome is due to depreciation expenses and the write-back of a lease incentive, received on the acquisition of part Level 9 221 London Circuit , over the term of the lease.
- Other Provisions:
 - The increase of \$0.597m in the 2017-18 estimated outcome from the original budget is due to the lease incentive referred to above as well as amortisation of the balance of fitout costs associated with the acquisition of part Level 9 221 London Circuit.
- Other Liabilities:
 - The decrease of \$0.104m in the 2017-18 estimated outcome from the original budget is due to the reclassification of Other Liabilities, now incorporated in Other Provisions.

Statement of Changes in Equity and Cash Flow Statement

Variations in the statement are explained in the notes above.